CO-ORDINATION OF GOVERNMENT PROGRAMMES

A CASE STUDY OF THE SOKOTO AGRICULTURAL DEVELOPPMENT PROJECT (S.A.D.P.)

BY

LAWAL MANI
B.Sc. (Honours) Political Science
Ahmadu Bello University Zaria

A thesis submitted to the Department of Public Administration, Institute of Administration, Ahmadu Bella University, Zaria, in partial fulfilment of the requirements for the Degree of Master of Public Administration (MPA).

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D E C L A R A T I O N

I hereby declare that this Project, a partial requirement for the award of Master of Public Administration (MPA) of Ahmadu Bello University, Zaria, is a product of my findings.

All sources of information collected for the write-up are clearly acknowledged by means of references.

LAWAL MANI

Name

Signature

Date

CERTIFICATION

This thesis titled "CO-ORDINATION OF GOVERNMENT PROGRAMMES: A CASE STUDY OF THE SOKOTO AGRICULTURAL DEVELOPMENT PROJECT" which meets the regulations governing the degree of Master of Public Administration of Ahmadu Bello University, Zaria is approved for its contribution to public administration and literary work.

Chairman, Supervisory Committee and Head of Department	Date: _____
Member, Supervisory Committee	Date: _____
External Examiner	Date: _____

D E D I C A T E D

T O

All those who are genuinely dedicated and committed to efficient and effective management of Government Programmes designed to uplift the living standard of the "wretched of the earth".

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Finally, as human beings are prone to errors, I accept the responsibility of my error(s) in terms of facts and figures that may arise in this study.

ABSTRACT

The aim of this study is to find out how the Sokoto Agricultural Development Project actually co-ordinates activities of its various units and subunite and the effect of co-ordination on the efficiency of the Project.

The investigative techniques adopted in this study include pilot study, documentary, the survey method, and observation.

The result of the research has shown that Sokoto Agricultural Development Project has adopted several methods or mechanisms to ensure effective co-ordination of its various parts. The research has further proved that co-ordination has played a significant role in the achievement of the project's objectives by helping the Project to avoid conflict, duplication of efforts, and enhance communication not only among the various segments and subsegments of the project but alsa between the Project and the formers.

It is, however, our view that the co-ordination process of the Sokoto Agricultural Development Project can further be promoted and efficiency consequently enhanced by constructing more access roads in the state, recruiting more

extension stuff, prompt and regular delivery of progress reports to oil the projects employees, and ensuring thot the projects commercial managers adhere strictly to the principle of unity of command[1].

ABBREVIATIONS

In this study the following abbreviations have been used:

ADPs	-	Agricultural Development Projects
APMEPU	-	Agricultural Projects Monitoring Evaluation Planning Unit (Kaduna)
EO	-	Executive Officer
FASCO	-	Farmers Supply Company
FACU	-	Federal Agricultural Co-ordinating Unit
FDRD	-	Federal Department of Rural Development
HEO	-	Higher Executive Officer
SADP	-	Sokoto Agricultural Development Project
SADPEC	-	Sokoto Agricultural Development Project Executive Committee
SAPMU	-	Sokoto Agricultural Project Management Unit.
SARDPC	-	Sokoto Agricultural and Rural Development Policy Council
ZADAC	-	Zonal Agricultural Development Committee
ZMU	-	Zonal Management Unit
ARMTI	-	Agricultural and Rural Management Training Institute.

LIST OF TABLES

TABLE		PAGE
2.1	Mechanisms for Horizontal co-ordination	40
3.1	Feeder Roads Development in the S.A.D.P. as at September, 1986 ..	53
3.2	Total Performance	53
3.3	Farm Service Centre, Development in the S.A.D.P. as at September, 1986	54
3.4	Particulars of Infrastructural Development in the S.A.D.P. as at September, 1986	54
3.5	Annual Record of fertilizer sales (in tonnes) by the S.A.D.P.	54
4.1	Percentage of former responses on the means through which they first heard of the S.A.D.P.	70
4.2	Percentage of farmer responses on the Methods that generally most often link them with the S.A.D.P..	71
4.3	Percentage of respondents on how frequently supervision visits were undertaken by supervisors ...	82
4.4	Percentage of respondents (Project officials) on the extent of regularity with which monthly sectional meetings are hold and the usefulness of such meetings	84
4.5	Percentage of S.A.D.P. Officials responses on the regularity/ usefulness of the ZMU meetings ..	87
4.6	Percentage of FASCO's respondents on whether or not FASCO should be completely autonomous of the SADP	90

LIST OF TABLES (CONT'D)

TABLE		PAGE
4.7	Percentage of responses on frequency with which the SADP officials receive progress reports	92
4.8	Percentage of SADP official responses on how regular and useful the SAPMU meetings are..	101
4.9	Short-term and long-term courses and member of participants from 1982 to 1986	103
4.10	SADP upgrading courses and number of participants from 1982 to 1986	104
4.11	Number of Mobile Training Sessions held by Training and Visit (T & V) System from 1984 to 1986 according to Zone	104

TABLE OF CONTENTS

CONTENT		PAGE
Title Page		i
Declaration		ii
Certification		iii
Dedication		iv
Acknowledgement		v
Abstract		vii
Abbreviations		ix
List of Tables		x
CHAPTER ONE: INTRODUCTION		
1.1	Statement of the Problem	1
1.2	Purpose of the Study	2
1.3	Justification of the Study ..	2
1.4	Scope and Limitations of the Study	3
1.5	Hypotheses Tested	4
1.6	Methodology	5
1.7	Assumptions	12
1.8	Definition of Terms	12
1.9	Plan of the Study	15
CHAPTER TWO: LITERATURE REVIEW		
2.1	Theoretical Framework	17
2.2	Works Reviewed	23

TABLE OF CONTENTS CONT'D

CONTENT		PAGE
CHAPTER THREE:	BACKGROUND TO SOKOTO AGRICULTURAL DEVELOPMENT PROJECT.	
3.1	Government Programmes and Agriculture in Nigeria	43
3.2	Historical Backgrounds to SADP..	46
3.3	Geographical Location	48
3.4	Objectives of the SADP	50
3.5	SADP Strategy and Achievements..	51
3.6	SADP Organization Structure	55
CHAPTER FOUR:	ANALYSIS OF DATA AND PRESENTATION OF RESULTS	
4.1	Co-ordination between the SADP and the Farmers	68
4.2	Intra-Sectional Co-ordination ..	79
4.3	Inter-Sectional Co-ordination ..	86
4.4	Integration of Zones with Zones and Integration of Zones with the State Headquarters	95
CHAPTER FIVE:	CONCLUSION AND RECOMMENDATIONS	
5.1	Conclusion	116
5.2	Recommendations	117

TABLE OF CONTENTS CONT'D

CONTENT	PAGE
Figure 2.1	18
Figure 3.1	56
Figure 4.1	69
Figure 4.2	106
BIBLIOGRAPHY	120
APPENDIX 'A'	122
APPENDIX 'B'	125
APPENDIX 'C'	127
APPENDIX 'D'	140

CHAPTER ONE

INTRODUCTION

1.1 Statement of the Problem

The Sokoto Agricultural Development Project has been established with the objective of revamping agriculture and improving the quality of life of the state rural populace. To achieve this objective huge amounts of material and human resources have been and are still being sunk into the Project. The amount of resources invested in the project is however, not our major concern here. The project has also been organised into Departments, Zones, Sections, and Sub-sections. Conflicts are, therefore, likely to occur between different units and sub-units. This brings in the question of conflict management which is of some relevance to our study.

The establishment of various Zones, Departments, Sections, and Sub-sections, also raises the following specific questions:

How are the various components of the project co-ordinated? How do various units relate within themselves and with one another? How efficient and effective are these different units in the light of their compartmentalization?

The answers to these questions may assist us in understanding the role of co-ordination in complex organizations such as the Sokoto Agricultural Development Project.

1.2 Purpose of the Study

The purpose of this study is three-fold:

(i) To show in practical terms how co-ordination is achieved in the Sokoto Agricultural Development Project.

(ii) To reveal some of the problems, if any, encountered in the attempt to achieve effective co-ordination

(iii) To examine the effect of co-ordination on organization efficiency.

1.3 Justification of the Study

As earlier pointed out lots of resources are being sunk into the Sokoto Agricultural Development Project which is organized into Departments; Zones, Sections and Sub-sections. It is generally assumed that establishment of separate and specialized functional units would enhance efficiency in the project. It is also assumed that the setting up of zonal offices in the rural areas could stimulate grassroot development.

However, so far no research has been conducted on how the various segments and sub-segments of the project are coordinated within themselves and with one another; vertically and horizontally. Furthermore, no research has been carried out on the relationship between co-ordination and efficiency in the project. In these areas therefore, there is a gap in knowledge. It is hoped that this gap will be narrowed, if not filled, by this study.

It is also expected that this study will be of tremendous help to the management of the Sokoto Agricultural Development Project and those of similar institutions in appreciating the significance of, and how to ensure effective co-ordination in their respective organizations. The essence of co-ordination is to ensure organizational effectiveness and efficiency by avoiding conflicts, duplication of efforts and ensuring effective communication among various subunits of an organization.

1.4 Scope and Limitations of the Study

The Sokoto Agricultural Development Project was established in 1983 and it has since then been in operation. The scope of this study is limited to the Sokoto Agricultural Development Project since its inception to 1986. All

possible mechanisms for co-ordination adopted by the Project to ensure effective co-ordination and consequently efficiency of the project were examined and their relative effects analysed.

Like all research of its kind this one faced certain limitations one of which is the fact that not all the Sokoto Agricultural Development Project Zonal Offices were covered and each zone might have peculiar experiences. This problem largely emanated from time and financial constraints. Another short-coming was the possibility of bias or prejudices on the part of some of the respondents.

These limitations notwithstanding, strenous efforts were made to obtain fairly accurate data.

1.5 Hypotheses Tested

For the purposes of this study the following were the hypotheses considered:

1. Efficiency in an organisation like the Sokoto Agricultural Development Project is a function of co-ordination.
2. The shorter the line of communication the more effective the co-ordination in the Sokoto Agricultural Development Project.

1.6 Methodology

For the purpose of this study the following investigative techniques were adopted:

(i) Pilot study

(ii) Documentary

(iii) The survey method

(iv) Observation

(v) Personal experience

i. Pilot Study: Prior to the formulation of questionnaires the researcher, in September, 1985 undertook a tour which covered the Sokoto Agricultural Development Project Headquarters (Sokoto) and the Zonal Headquarters of the Eastern Zone (Gusau). During that tour some of the project officials were contacted and a few verbal questions put to them pertaining to the structure and operations of the Sokoto Agricultural Development Project. We also came across some documents which, combined with the answers to the verbal questions asked, gave some insights into the set up and workings of the project. The pilot study enabled the researcher to decide on the

category, type, and number of questionnaires to be designed. It was also of help to us in finding out where to obtain more documents relevant to this study.

ii. Documentary: This technique forms a way of obtaining data through the study of documents and records. Several books, journals, magazines, and dailies were consulted in the library. At the Sokoto Agricultural Development Project's Headquarters in Sokoto, and Zonal Headquarters many official records were consulted. These include documents of the World Bank Report No. 3304 - UNI (SADP File), document of the World Bank Report No. 3304 - UNI (SADP Staff Appraisal Report), monthly quarterly, and annual reports,brochures as well as a few circulars.

Other documents read include Departmental Action Plan, Conditions of Service, Staff List and many pamphlets highlighting the objectives, operations, progress and constraints of the project. The researcher also visited three out of the four project zones, namely: Northern, Central, and Eastern Zones where he was

able to lay hands on several documents like quarterly reports, monthly reports, as well pamphlets prepared by each Zone in respect of its activities. Also read were a few publications on the activities of the defunct Gusau Agricultural Development Project.

During the celebration of the First Decade of Agricultural Development Projects (ADPs) held from 26th to 28th November, 1986 in Kaduna, the researcher visited the Agricultural Development Projects stands mounted by the Sokoto Agricultural Co-ordinating Unit (FACU), Federal Agricultural Project Monitoring, Evaluation and Planning Unit (APMEPU). At the Sokoto Agricultural Development Project stand many tables in respect of the project's progress were displayed. At the Federal Agricultural Co-ordinating Unit (FACU) and Agricultural Project Monitoring, Evaluation and Planning Unit (APMEPU) their respective brochures were obtained and some of their publications purchased. In addition we made a few verbal enquiries on the set up and activities of these organisations - Sokoto Agricultural Development Project, Federal Agricultural

Co-ordinating Unit and Agricultural Project Monitoring, Evaluation and Planning Unit.

iii. The Survey Method: It should be borne in mind that interviews using questionnaires constituted an important source of data for this study. Questionnaires were used to obtain information that might not have been easy or possible to secure through other means like documents and observation. Two different questionnaires were prepared; one for the Sokoto Agricultural Development Project officials and one for the farmers. (See Appendixes A and B). At the Sokoto Agricultural Development Project Headquarters in Sokoto the questionnaire for the Project officials was administered to every Head of Department and two of his subordinates, one (GL 07 and above) and the other junior staff (GL 01 - 06). This gave a total of 22 project officials interviewed (including the programme Manager). The questionnaires were administered in three (out of the project's four) zones, namely Northern Zone, Eastern Zone and Central Zone. In each of the three zones visited, the questionnaire was administered to the Zonal Programme Manager, every sectional head along with his two

subordinates, one at the Local Government level, and one at village level. Administration and Accounts Sections are not presented at Local Government and Village levels. So their staff were interviewed at Zonal Headquarters. Thus a total of twenty-two employees (including the Zonal Programme Manager) were interviewed in each zone visited thereby bring the total for the three zones to sixty-six.

The total number of project officials interviewed is eighty-eight. As for the farmers, two local government areas were randomly selected in each of the three zones and ten farmers were interviewed in each Local Government Area. The total number of farmers involved was sixty.

Gusau and Talata Mafara Local Government Areas were selected in the Eastern Zone, Gwadabawa and Wurno Local Government Areas were chosen in the Northern Zone, while Yabo and Gummi Local Government Areas were selected in the Central Zone. It should be noted that all the farmers interviewed were randomly selected.

It should be noted also that the researcher personally administered most of these questionnaires. However, a few were filled in his absence.

To test our hypotheses on page 4 the following questions were put forward to the

project officials: What Departments, sections or sub-units make up your project/zone/section and what are the functions of each one of them? How frequently are you visited and supervised in your station by your supervisors? How regular/useful are the meetings of the zonal management unit (ZMU)? How useful/regular are the staff meetings held at sectional level? How frequently do you receive progress reports prpared by the Sokoto Agricultural Development Project Evaluation Department/Section? How regular/useful are the meetings of the Sokoto Agricultural Programme Management Unit (SAPMU)? What are the means adopted by the Sokoto Agricultural Development Project to avoid conflicts, duplication and enhance effective co-ordination among the various parts of the project? What are the means or methods through which the project gets into contact with the farmers in Sokoto State? How effective is each of these methods?

Questions were also put forward to farmers as follows: Are you aware of the existence of the Sokoto Agricultural Development Project? If yes , through what means did you first hear of the project and its activities? Through what method or means would you say you are most often linked with the project? Would you say the farm

visits paid by the Sokoto Agricultural Development Project officials to your farm are adequate? If you have reason to contact the Sokoto Agricultural Development Project by what means do you often do that? Do you find the extension services provided by the Sokoto Agricultural Development Project useful? Why? On the whole would you say the activities of the Sokoto Agricultural Development Project linking it with the farmers help in agricultural and rural development in Sokoto State? How?

iv. Observation: In the course of conducting this research we made some observations which have been quite useful towards the solution of the problem at hand. For instance, a situation was witnessed when all Zonal Programme Managers were at Sokoto to attend a meeting of the Sokoto Agricultural Project Management Unit (SAPMU). Several similar observations abound.

v. Personal Experience: Having been born and broughtup in the project area, the researcher is familiar with some of the physical, social and economic characteristics of the area.

1.7 Assumptions:

This study is based on the following assumptions:

1. The stablishment of functional departments in an organisation enhance organizational efficiency.
2. The setting up of branches or field offices in the rural areas by an organization leads to development at grassroot level.

1.8 Definition of Terms

Although there may be other concepts, our attention has been drawn to three, viz: Co-ordination, Programme, and Project.

i. Co-ordination: The term co-ordination is a concept and like other concepts, it is subject to a variety of interpretations. Literally it is conceived as bringing things together so as to avoid friction or conflict - that is to ensure harmonious existence of the things brought together. The Oxford Advanced Dictionary of Current English defines the word 'co-ordinate' as "to bring or put into proper relation".

It says co-ordination is "the act of co-ordinating; the state of being co-ordinate ".

In work situation, various definitions of co-ordination have been offered by different writers on management. For instance, to co-ordinate, according to Henry Fayol,[1] is "binding together, unifying and harmonsing all activity and effort". David G. Bowers[2] sees co-ordination as amounting to "nothing more or less than keeping operations that are functionally distinct, but inter-dependent, in gear with one another".

In this study co-ordination is defined as the process of intergrating, unifying, and harmonzing the activities and efforts of various units and sub-units of an organization.

ii. Project: Although the meaning of the term 'project' may appear obvious to some people, it is still viewed broadly or narrowly by different people as indicated by the following definitions which according to M.O. Kayode[3] are considered to be popular:

a. The use of one or more scarce resource during a specific time period for the

purpose of producing some economic return or output at a later time.

b. A capital investment to develop facilities to provide goods or services.

c. The consumption in the near future of scarce or at least limited resources in the hope of obtaining in return over a longer period, some benefit; and

d. An optimum set of investment-oriented actions by means of which a defined combination of human and material resources is expected to cause a determined amount of economic and social development.

Definitions a, b, and to some extent c seem to be restricted to investment in physical works or goods while definition d implies investment in both physical works or goods and non-physical works or goods.

In this thesis the term 'project' is seen as defined in (d) above due to its (definition) broadness.

iii Programme: A programme may be defined as a course of action designed to satisfy a policy plan or statement.

1.9 Plan of the Study

This study consists of five chapters. Chapter one comprises statement of the problem, purpose, justification, scope and limitation of the study. The chapter also includes hypotheses tested, methodology, definition of terms, and assumptions of the study.

Chapter two presents literature review and theoretical framework.

Chapter three deals with the historical background to the Sokoto Agricultural Development Project (SADP), description of the major socio-economic features of the area served by the Sokoto Agricultural Development Project. It also enumerates the project's objectives (and methods for achieving them) and the project's administrative structure.

Chapter four consists of analysis of data and presentation of results.

The study was completed with a chapter (chapter five) on conclusion and recommendations.

FOTNOTES

1. R. Stewart, The nature of Management, Pitman Publishing Limited, London, 1971, p.7.

2. D.G. Bowers, System of Organization, Management of Human Resources, The University of Michigan Press, 1976, p. 47.

3. M.O. Kayode, The Art of Project Evaluation, Ibadan University Press, 1979, pp. 2 - 4.

CHAPTER TWO

LITERATURE REVIEW

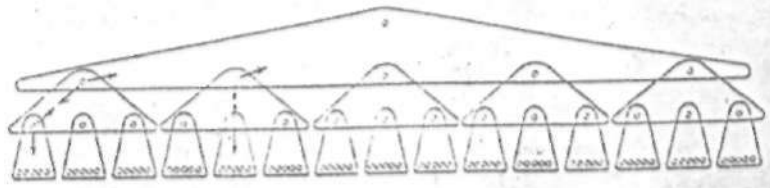
2.1 Theoretical Framework

One of the key theories that help illustrate the process of co-ordination has been provided by Rensis Likert[1]. It is known as the "linking-pin" function which, in this study, was used as our theoretical framework. The concept of linking-pin function is shown by the arrows in figure 2.1.

The arrows in figure 2.1 indicate how the various units and sub-units at different hierarchical levels of an organization are linked with one another through their leaders.

This theory is based on the assumption that linkage is an important aspect of the co-ordination process. Linkage "means primarily that in a complex organization the efforts of one subsegment of the organization supplement or complement, and do not counteract or confound those of another"[2]. Another element of linkage is that work efforts do, in fact, attain the goals set for organizational units, and that these goals sum up to the designed objectives. In other words, linkage does not mean that the objectives for which an organization is established merely exist on paper. It is thus "a process of continuous monitoring and assurance of good mutual fit of the efforts of sub-units"3.

Figure 2.1 [illegible]



KEY

- Units/subunits
- Heads of units/subunits
- Linkage with upper hierarchy
- Linkage with lower hierarchy

Source: A motivation approach to a modified theory of organization and management - R. Likert in Modern Organization Theory, Hare, M. (Ed) 1959, p. 200.

The "linking-pin" function consequently, would be performed well in an organization when each head of a work group (i.e. segment or sub-segment) and his work group perform effectively their roles which are, in turn, harmonised and streamlined with the activities of other work groups for the purpose of achieving the over-all organizational objectives. Whenever a head of one of these groups fails to perform his functions and roles well, the group or groups under him would not be linked into the organization effectively and would fail to perform their task well. When an entire work group failed to function well as a group, the activities and performance of all of the work groups would be correspondingly adversely affected.

Likert has identified certain conditions that enhance the likelihood of effective linkage. Quite fundamental among these conditions is the existence of a meaningfully integrated network of overlapping groups in an organization. In this situation, individuals are bound together and are genuinely committed to the attainment of a common goal because each member values "his group" highly and is aware that others count heavily on him to play his part well.

Another, related though, requirement for effective linkage is that an organization be

constructed of participative groups that are effective, that is, encourage cohesiveness, lateral influence and real downward influence. This will forster the kind of commitment described above, and will consequently lead to, within each area of responsibility high productivity, and high quality products or services delivered.

The third requirement identified by Likert is that where an organization comprises the kind of overlapping groups mentioned above, each person belongs to more than one group. He is simultaneously a supervisor and a subordinate - superior to the group below and subordinate to the group above. The more participative and effective the groups, the more likely he is able to influence his peers and superiors in matters relating to work and in meeting the needs of his subordinates. At the same time he will have real influence with his subordinates and in a better position to align their commitments to the commitments established by his superior group. That is as a supervisor with dual membership he constitutes a linking pin in the system.

Likert also gave some systematic properties of linkage that, according to him, may not seem apparent. The most important of these characteristics

is that linkage is more crucial at higher levels of organization because policies, decisions, and objectives produced, made, and set respectively at those levels affect a greater number of activities and people than do similar efforts at lower levels.

Another systematic property is that linkage seems to be "wired" in series where the subsegments of any organization are highly inter-related. If one sub-unit is poorly linked to the overall system , the system is likely to perform poorly.

An organization that consists of highly interdependent units and relies on a single linkage runs a great risk when the linkage breaks down. Therefore, effective organizations often build multiple linkages by such devices as task forces, adhoc groups, staff groups, etc.

Likert states that the "linking-pin" function does not mean that there are not actual or potential conflicts in interests and points of view among the persons and component groups who make up an organization. On the contrary, conflict and differences always exist in healthy virile organizations, for it is often out of such differences that new and better objectives, methods, etc, emerge. The central problem becomes not how to eliminate potential conflict but how to deal constructively with conflict.

The concept of co-ordination has been operationalised by C.E. Eyre[4] as summarised below:

a. Management's objectives and policies for the organization must be clearly defined and made known throughout the organization.

b. The objectives and policies of each department or division must be dealt with in the same way.

c. The scope and duties of each job must be properly defined.

d. There must be a clearly defined procedure for each activity and some form of monitoring devised to check adherence to this, particularly timing.

e. All workers should be made aware of how their activities fit into the whole of the organization. This can be acieved by some form of introduction when workers are engaged. Subsequently formal or informal meetings can be engaged from time to time to keep them up to date.

f. Communication, both vertical and lateral must be effective. Lines of formal communication must be laid down.

g. Meeting specifically for the purpose of ensuring co-ordination of the various activities of the organization are recommended.

h. Committees are also useful in promoting effective co-ordination.

i. When an organization is large, there should be appointed one executive who has overall responsibility for co-ordination. At sectional or departmental level the Senior Manager concerned will be responsible for co-ordination, and his authority can be delegated to supervisor and project managers under his control.

We shall later come back to the above frame-work to relate it to the structure and function of Sokoto Agricultural Development Project. In other words, an attempt will be made to show how our theoretical framework fits into or differs from the structure of the Sokoto Agricultural Development Project.

2.2 Works Reviewed

Much seems to have been written by several scholars and practitioners of management and social scientists on the process of co-ordination,

including its related concepts such as integration, supervision, and Management By Objective (MBO). A journey through the literature on this concept will reveal that different writers tend to deliberate on or stress different aspects of co-ordination. These aspects include its (co-ordination's) importance means or mechanisms for achieving it, conditions favourable to it and factors inhibiting it. But some writers seem to dwell and emphasise two or more of these aspects. Irrespective of which aspects they concentrate on, however, these writers generally appear to agree on one fundamental point; that co-ordination is a very vital instrument in determining the success or failure of an organization; success or failure, of course, defined in terms of the objectives for which an organization is established.

Among those writers who emphasise the importance of co-ordination is H.R. Light[5] who admits that although there are different ways of grouping organizational functions, there are six major functions into which a business enterprise can be grouped, to wit, purchasing, production, marketing development, personnel, and finance and clerical. And co-ordination of the activities embodied in a function must be carried out by someone delegated with the authority to do so. He added that since departments or functions do not operate in watertight compartments there must be

syncronization of their efforts without which "it is not possible to achieve a total company objective based on totally integrated operation." Paul Hersey **et** al[6] quoted Ichak Adises as having laid down the tasks of producing, implementing, innovating, integrating as four managerial roles that must be performed for effective running of an organization. Although Adises recognises the importance of each of these roles in an organization he "argues that if anyone of the four roles can be truly indispensable for any executive, it is integration." His reason being that the other roles can be supplied by subordinates, whereas the role of integrating must necessarily be performed by the executive. Paul R. Lawrence and Jay W. Lorsch[7] presented their findings in a survey research on a comparative study of ten organizations in three industries (Plastics, consumer foods, and containers). One of their findings was that the integrating job is so complex and important in an organization due to the increasing dynamic nature of many organizational environments. Their research also revealed "a close correlation between the effectiveness of integration among functional departments and company growth and profits"[8] Following this relevation they suggested the establishment of management positions charged with the task of

achieving integration. The crucial role played by co-ordination in management is also stressed by N. Loomba[9] while recognising the multi-dimensional nature of management, he defines it as "the process of integrating the efforts of a purposeful group or organization, whose members have at least one common goal".

Writers such as Dimock et al[10] concentrate on both the importance and the means for achieving co-ordination. Dimock considers co-ordination to be an important aspect of public administration and identifies unity of command, committees, and staff meeting as three basic machanisms for achieving it. Similarly, G.Hicks et al[11] perceive co-ordination as the making of specified activities in an organization compatible with one another. Like Dimock they regard organization hierarchy and committees as essential means of achieving co-ordination. According to them, organization hierarchy helps to achieve co-ordination through the authority, power, and accountability system, while committees stimulate communication and encourage participation in decision-making. An additional method identified by them is "planning techniques", by which they mean laid down policies, procedures, and rules which guide organizational members to perform their duties in a manner consistent with

overall goals. Edgar F. Huse and James L. Bowditch[12] pointed out that there were fourteen principles of management identified by Henry Fayol which were later grouped into five descriptive categories. These are structure, division of labour, the co-ordination principle, the scale principles, and the functional principle. In their view since "division of labour is essential to the proper functioning of a large organization, unity of action for achieving organization goals can be achieved only through proper co-ordination." In effect, therefore, division of labour necessitates co-ordination. In addition, they stated that co-ordination is achieved through a hierarchy of authority and control through rules and regulations.

In similar view, Koontz, O'Donnel, and Weihrich[13] state that organising involves, among other things, grouping of activities and the provision of co-ordination horizontally and vertically in the enterprise structure. They too consider committees as constituting an important device of organization and useful for co-ordinating activities among various units of an organization. Committees in their view, are also useful for co-ordinating, planning and execution of programme. In the same

token, co-ordination is among the crucial elements of organization given by Dale S. Beach[14] that an organization is a system comprising of sub-systems in which "people work and deal with one another in a co-ordinated manner for the achievement of recognised goals." Elaborating, he state that the mechanisms for co-ordinating the efforts of individuals and groups need to be utilized. These mechanisms include authority, consultation, and communication. Billy J.H. et al[15] consider authority, communication, and structure as the linking systems in an organization. According to them authority is the chief cohesive agent in the network of systems of an organization; "it connects each unit of responsibility in an organization. That it is impossible for an organization to exist without it." Billy and Lerbert further remarked that without communications the organization cannot be effective because there will be no interaction among organization members. On the organization structure they said that the organization hierarchy helps to link vertically people, work and physical resources all of which contribute to the attainment of organizational goals. And this relationship is as a result of authority and delegation in that organization.

Other writers on management like Mary Parker Follett and Henry Fayol identify and emphasise the principles of co-ordination and conditions that tend to forster that process. The four fundamental principles of co-ordination identified by Mary Parker Follett[16] are:

1. co-ordination as the reciprocal relating of all factors in a situation. This means every part of an organization affects, and is affected by, the activities of other parts.
2. co-ordination by direct contact between Heads of Departments.
3. co-ordination in the early stages of policy formulation; and
4. co-ordination as a continuing process.

She believes that for an organization to be enduring and operate smoothly it must rest on these principles. Henry Fayol[16] observed that a well co-ordinated enterprise is characterised by the following features, namely:

1. each department works with the rest
2. each department, division or sub-division is precisely informed as to what role they are to play in accomplishing a common task; and

3. the working schedule of the various functions and sub-functions are constantly attuned to changing circumstances.

Dale D. McConkey[18] contends that Management by Objective (MBO) can provide the approach and vehicle for maximising the return on the assets entrusted to the management of non-profit organizations. He sees Management By Objective (MBO) as comprising the following elements:

1. Management By Objective is a system of approach to managing an organization. It is a narrow area of the process of managing which goes beyond mere budgeting.
2. Those accountable for directing the organization first establish the overall objectives and priorities.
3. Requiring, permiting and encouraging all key managerial and administrative personnel to contribute their maximum to achieving the overall objectives.
4. Blending and balancing the planned achievements (results) of all key personnel to promote and realise the greater total results for the organization as a whole.

5. Providing a control mechanism to monitor progress compared to objectives and feed the results back to those accountable at all levels.

Robert C. Food and Robert R. Bell[14] acknowledge that Management By Objective can significantly improve managerial communication and efficiency. They have suggested seven strategies for successful implementation of Management By Objective. These strategies are:

1. Know the philosophy; a manager must understand and subscribe to the underlying principle that Management By Objective (MBO) required a philosophy of both participation and communication;
2. Understand the process;
3. Emphasise well written objective;
4. Ensure good timing;
5. Assign priorities and responsibilities;
6. Prepare for potential problems and
7. Build a plan of attack.

Douglas S. Sherwin[20] argues that the objective of a business is not the achievement of individual tasks but instead the attainment of an array specified organization objectives which "usually require the co-ordinated contributions of several

individuals in different departments". He pointed out some limitations of the traditional functional organization which he describes as an incomplete and insufficient strategy for achieving objectives; a strategy that seperates functions without indicating how they must be linked with one another to achieve objectives. In traditional functional organization, he remarks, each employee is oriented towards his own subsegment or segment since employee's authority and assignment come to him from line above; but the strategy for achieving objectives requires that functions of employees from different departments be combined so that organization members are oriented towards the organization as a whole. To remedy these short-comings, Sherwin proposes the the use of "the objectives grid".(Please see figure 2.2 on page 33).

The horizontal rows of the grid each represent a position in an organization. The organization in the above example would be typical of a small manufacturing business. The rows represent the entire functional organization. Indentations replace the pyramidal hierarchy. Each vertical column of the grid represents one of the objectives of the business. The blocks where the rows intersect the columns identify the jobs and employess whos contributions

FIGURE 4.2

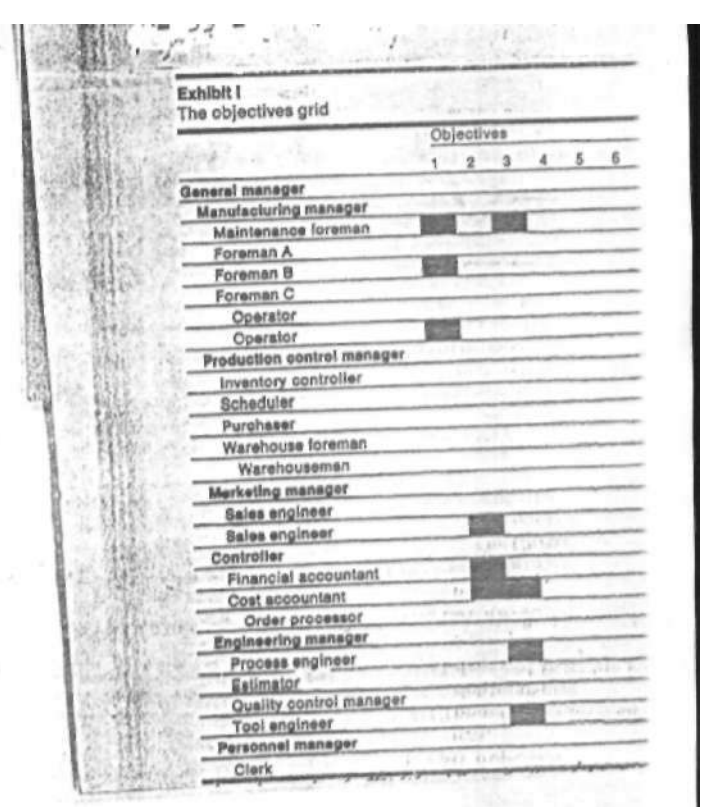


Exhibit I
The objectives grid

	Objectives 1	2	3	4	5	6
General manager						
Manufacturing manager						
Maintenance foreman	■		■			
Foreman A						
Foreman B	■					
Foreman C						
Operator						
Operator	■					
Production control manager						
Inventory controller						
Scheduler						
Purchaser						
Warehouse foreman						
Warehouseman						
Marketing manager						
Sales engineer						
Sales engineer			■			
Controller						
Financial accountant			■			
Cost accountant			■	■		
Order processor						
Engineering manager						
Process engineer				■		
Estimator						
Quality control manager						
Tool engineer				■		
Personnel manager						
Clerk						

Source: Management of Objectives, S.P. Sharwin, in Harvard Business Review, Organization Development, IV No. 2094, 1972, p.108.

are needed to achieve each objective.

The author asserts that in the objectives grid "objectives and functions can be co-ordinated, the functions necessary to bring them about are made explicit by the grid which then becomes the organization of the business". In other words, the grid shows who works with whom and to what end. The objective grid, he stresses, emphasises the combination of functions needed to bring about objectives rather than authority, and rather than individuals teams of individuals are the basic units of organization. He further adds that the objective grid fits the purpose of management by objective programmes and makes them more effective.

Pita N.O. Ejiofor,[22] examines the pattern of formal relationships existing between the manager and peers, and between the manager and his subordinates. Giving a simplified model of the Cruciformity Theory, he explains that in discharging his managerial role, the manager is engaged in three major formal work relationships, viz:

1. The subordinate - Superior relationship;
2. The superior-subordinate relationship and
3. The lateral relationship.

In other words, the manager is engaged in vertical and lateral relationships. The article

concludes that the pattern of formal relationships of all managers is cruciformal, with the manager occupying the intersection point and that such a central managerial position generates specific behavioural expectations. To discover the nature of these expectations, said Ejiofor, a pilot survey was carried out in 1983 on a short questionnaire administered to twenty managers. The survey showed that loyalty, hard-work, and knowledgeableness are the most important qualities supervisors expect from their subordinates, while subordinates expect their bosses to be fair, considerate, knowledgeable, good leaders, and protective of their subordinates. More importantly, these supervisors should be seen to be occupying their positions legitimately. The survey also reveals that in their relationships with peers managers are expected to possess qualities of co-operativeness, reliability, good human relations, competence and understanding.

In their writings, some authors appear to combine both the importance of, and factors inimical to co-ordination process. These authors include Waterston, Dean and Beach. Albert Waterston[23] stresses the crucial role co-ordination can play in national development planning. Citing examples from various countries

he contends that effective planning requires that planning functions be distributed to almost all units of government and for these operating units to achieve maximum results, their work must be co-ordinated. In the area of acquisition and utilization of foreign technical skills too, he emphasises the need for co-ordination which, he believes, ensures that technical assistance will be used judiciously and without unnecessary duplication. He frowns at the prevailing practice in many countries whereby various ministries, departments, and other agencies involved in planning hapharzardly arrange for the procurement of their respective technical assistance needs. Citing the case of Cylon (Now Sri-Lanka) to buttress his stand, he argues that where co-ordination is lacking, scarce technical resources are likely to be squandered.

These observations prompted his recommendation that a central body be established to co-ordinate procurement of foreign technical assistance for all agencies involved in development planning. Furthermore, Waterston observes that projects and programmes be reviewed to ensure their consistence with plan objectives and targets. To achieve this, according to him, periodic progress reports on individual projects and programmes need to be co-ordinated and compiled into one consolidated report.

Similarly, Edwin Dean,[24] succintly explains how lack of co-ordination posed a serious problem in the formulation and execution of Nigeria's 1962 - 66 development plan. He pointed out that during the plan formulation there was a serious communication gap between governments and among government agencies of the same government; as a result the plan prepared by each government required expenditure well above what the government could provide. He also indicates that problem of co-ordination was one of the factors that hindered the compaign to obtain foreign aid and also plan implementation.

Yakubu Sankey[25], used the Nigerian Mining Corporation and Funtua Agricultural Development Project as case studies. His preoccupation was how to make the parastatals perform efficiently. His study touched on a variety of administrative issues; of particular interest to us here, however, are his findings on the Nigerian Mining Corporation that the nature of its task and the area of coverage allows little or no effective management. Its various units are too far flug for any effective control and co-ordination.

The following findings on the Funtua Agricultural Development Project are also noteworthy; there is the problem of communication

and co-ordination especially between field units and the headquarters.

Supervision which is related to integration and co-ordination, is seen by Beach[26] as an important element of administration. Beach views supervisor as a leader part of whose job is co-ordinating to achieve the desired objectives. He reported that a research on the level of satisfaction conducted in nine companies revealed that poor or ineffective supervision was one of the chief causes of dissatisfaction. The dissatisfaction related to such aspects of supervision as incompetency, poor scheduling of work, unfriendly relations, lack of support and willingness to listen to suggestions.

Peter Self[27], discusses the issue of co-ordination pertaining to competition and conflicting departments and agencies. He asserts that competition and conflict between agencies are determined by different cultural values; for instance, they are readily accepted in pluralistic systems like the United States of America (USA) whereas in unitary systems like Britain they are usually regarded as a "failure of co-ordination" which attracts serious criticism of public administration. Self also sees internal co-ordination as necessary for a firm to complete effectively with others.

In his discussion on whether or not maximum autonomy should be granted to agencies he hinted that polycentricity theory constitutes a case for maximum autonomy because it supports the notion of goal effectiveness which requires cutting an agency "free of red tape". Conversely, "Policy co-ordination will be weakened by more agency autonomy to the extent that the agency's function is or ought to be linked with some other function".

Richard N. Osborn et al[28] assert that regardless of the departmentation pattern selected, vertical linkages through a common boss will not always be sufficient to link highly independent units. In addition to vertical linkages, it is contended that organizations use information system, staff units or meetings, professionalism, committees, policies, rules, and grapevine to provide necessary co-ordination across the system. These mechanisms or methods of co-ordination are presented in Table 2.1 below

The table shows that the various methods of co-ordination indicated therein can be adopted to link both individuals and work groups. The methods may be informal or formal. Each approach is designed to link individuals and units across an organization that has been separated due to horizontal specialization.

Table 2.1: Mechanisms for Horizontal Co-ordination

	Individual		Groups
Impersonal	Values e.g. informal Professionalism		Grapevine
Impersonal	Formal	Formal	Matrix
Personal	Gangplank	Formal Inf. Sys Structure Rules, Policies, Forms, schedules committees, Staff Units	

Source: Richard N. Osborn et. al Organization Theory: An Integrated Approach, John Wiley & Sons, New York, 1960, p. 294

The above review reveals, as earlier pointed out, that there seems to exist abundant literature on co-ordination; co-ordination both "within" and "between" organization, even though the former appears to have been given more attention. It is also evident that several authors on management view co-ordination as playing a crucial role in the attainment of the overall objectives of an organization.

FOTNOTES

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CHAPTER THREE

BACKGROUND TO SOKOTO AGRICULTURAL DEVELOPMENT PROJECT (S.A.D.P.)

3.1 Government Programmes and Agriculture in Nigeria

In developing countries generally governments establish programmes with the aim of promoting national development. In Nigeria as in other developing countries such programmes have been launched in various fields of human endeavour which include education, health, agriculture, housing, communication, water, electricity supply, etc. It is indisputable that the success of such programmes depends on a number of factors. One of the key factors is effective management; others include adequate financial resources and technical know-how.

Poor management or mismanagement has been regarded by many as the bane of Nigeria's economy particularly during the Second Republic. Co-ordination is considered by several writers like Mary P. Follett[1] as a key element in effective management. Of recent, the importance of co-ordination has been highlighted by some eminent Nigerians; one of whom is P.C. Uchiduino[2] who told a National Communications Seminar in

Lagos' that lack of co-ordination in the Nigerian Telecommunications Limited (NITEL) "made it difficult to realise expected benefit from large investments in the country". In similar tone Jibril Aminu[3] deplores lack of co-ordination in technical education system when he said equipment imported by the Federal Government for the 6-3-3-4 system of education were yet to be installed in many secondary schools due to "noticeable absence of co-ordination among the various components of the technical education system".

A cursory glance at the objective and operations of various government programmes in Nigeria would reveal that, with hardly any exception, these programmes have certain features in common in terms of their organization and objectives. These features include organization hierarchy, departmentalization, and the objective of uplifting the standard of living of the Nigerian populace. As such there is the need to co-ordinate their activities internally and externally; vertically and horizontally to achieve their short term and consequently their long term objectives which are the promotion of national development.

One of the key areas in which the Nigerian Government has established development programmes

is in agriculture. To achieve the desired development in agriculture, the government has over the years sunk huge amoumt of money in various agricultural development dev programmes such as Murtala/Obasanjo Operation Feed the Nation (OFN)[4], Shagari's Green Revolution Programme[5], and Farmers Credit Guarantee Scheme[6]. Institutions have also been established to facilitate the implementation of the agricultural development programme. These institutions include Nigerian Agricultural and Co-operative Bank, River Basin Development Authorities and the World Bank assisted Agricultural Development Projects (ADPs) one of which is the Sokoto Agricultural Development Project (SADP).

The importance of agriculture to the Nigeria economy before and after independence cannot be over emphasised. Before the advent of the 'oil boom' this sector was the main foreign exchange earner for this country and more than any other sector contributed to the nation's Gross Domestic Product (GDP). That the development of agriculture is a Sin qua non for Nigeria's development is confirmed by Tomori[7] when he said, in ter alia: "Today as in the past, the development of Nigeria remains partly dependant upom increasing

the productibity of the agricultural sector."

3.2 Historical Background to Sokoto Agricultural Development Project (SADP)

In 1972 the Federal Government sought World Bank assistance to identify an area in the defunct North Western State for large scale integrated agricultural development. The area was selected in 1973, appraised and launched in 1974 as Gusau Agricultural Development Project (GADP)[6], which became operational in April, 1975. The Gusau Agricultural Development Project was amongst the first three agricultural development projects in Nigeria. It was financed by the Federal Government and the Sokoto State Government with assistance from the World Bank in the form of loan and managerial personnel.

The relative success of the Gusau Agricultural Development Project encouraged the Government to replicate the project's experience on a state-wide basis. Thus, the Federal Government of Nigeria requested World Bank assistance for a state-wide agricultural development project in Sokoto State as a whole to be implemented over five years.

The state-wide project proposal was prepared by the Gusau Agricultural Development Project (GADP)

planning section assisted by specialist consultants. The preparation was reviewed by a Bank mission in October, 1979. The project was appraised in October, 1980 by a team comprising Messrs Saadat, Miller, de Bouvire (Bank), Surendersingh, Jackson, and Birine (Consultants). Following this development the Sokoto Agricultural Development Project (hereafter to be referred to as the SADP or Project) was established in 1982[9]. It covers the whole of Sokoto State and was expected to be implemented in five years at an estimated cost of $503.00 Million. Like its predecessor (GADP), the Sokoto Agricultural Development Project is funded by the Federal Government, Sokoto State Government and the World Bank. The funding arrangement is as follows:

- Federal Government	25%
- State Government	43%
- World Bank	32%
Total =	100%

Before we go into details about the objectives, achievements and organization structure of the Sokoto Agricultural Development Project (SADP), it seems desirable to discuss briefly the geographical, socio-economic, and political set up of Sokoto State which constitutes the project area[10]. This is because these physical, socio-economic as well as

political features have bearing on the co-ordination of the Sokoto Agricultural Development Project activities. In fact, these features constitute the environment in which the project operates.

3.3 Geographical Location

Sokoto State which constitutes the Sokoto Agricultural Development Project area covers an area of 102,500cm and is located at the extreme north-west of Nigeria.

i. Socio-Economic Environment:

a. Population: Sokoto State had a population of approximately 4.5 million as per 1963 population census.
Illiteracy and superstition are major features of the society. And Islam is the predominant religion of the populace. Ninety percent of the population is said to be rural with an estimated 600,000 farming families.

b. Traditional Agricultural Features:
Traditional farming is characterised by small and scattered landholdings, mixed cropping using local varieties, rudimentary manual cultivation,

infrequent weeding and low plant densities. Existing yields are very low as improved technology and inputs are hardly used. These characteristics result into extensive mass poverty as the farmers experience low income. Specifically very little use is made of fertilizers and other modern farm inputs on the plots. This is undoubtedly an unfortunate situation as the fertility of the soils in the area is seriously deteriorating. As reported by the World Bank Group in 1974; the population is expanding, the soil is declining in fertility and the people are under constant pressure to increase output.

c. Communications: Sokoto State is served by a network of paved federal roads, paved state roads, and main gravel roads. It is also served by a railway line which passes to and from Zaria to Kaura Namoda through Gusau town. Sokoto town enjoys the recently constructed Sokoto Airport through which it is linked to other parts of the country. However, it should be noted that most of the villages in the state are not linked with one another or

with towns through network of roads, or other means. In other words, most of the villages are hardly accessible.

d. Local Power Structure: The highest policy making body in the state is the Executive Council headed by a Governor. The state consists of five Emirates, namely Sokoto, Gwandu, Argungu, Yauri and Zuru. Each Emirate has an Emirate Council headed by an Emir. The Emirates are broken into Local Government Areas (LGAs) each with a Local Government Area Chairman as the Chief Executive. Each Local Government comprises Districts, each headed by a District Head.

The state has a total number of eighty districts. Every district harbour a number of village units headed by Village Heads. Internally a town or village is further sub-divided into wards under Ward Heads. The Emirs, the Chiefs, or District Heads, the Village Heads are all members of the traditional ruling class.

3.4 Objective of the Sokoto Agricultural Development Project (SADP)

The objectives of the Sokoto Agricultural Development Project are to develop and boost

agricultural production, increase incomes, and improve the standard of living of about 402,000 rural families in the state.

3.5 Sokoto Agricultural Development Project (SADP) Strategy and Achievements:

A number of special crop programmes launched in the past failed to achieve rural development objectives of the Nigerian Government and this led to the strategy aimed at integrated approach towards Agricultural Development Projects (ADPs).

The Sokoto Agricultural Development Project strategy, like that of other Agricultural Development Projects in the country, is based on the premise that a combination of factors comprising the right technology, effective extension, access to physical inputs, adequate market and other infrastructural facilities are essential to get agriculture moving and to improve productivity. A major feature of the Agricultural Development Project strategy is, therefore, its integrated approach to the supply of inputs and infrastructures. A central feature of Agricultural Development Project strategy which needs emphasis is the reliance on the small scale farmer as the pivot of an incremental food

production strategy. Specifically, the main components through which the objectives of the Sokoto Agricultural Development Project and other Agricultural Development Projects are derived include.[11]

i. A reorganised and revitalised agricultural extension system that integrates extension workers' training and farm units and ensures two-way communication between farmers and researchers;

ii. An effective farm input distribution system which, operating through a network of farm service centres, ensures that supplies and needed farm inputs are reliable and available to farmers at the right time, and in close proximity to their farms.

iii. Construction of access roads, boreholes, and dams;

iv. A vigorous monitoring system to ensure that projects are executed according to plan.

v. A joint state/federal responsibility both in project formulation and in implementation;

vi. An autonomous Agricultural Development Project Management Unit that provides for timeliness in agricultural operations.

We shall now move on to enumerate the achievements so far made by the Sokoto Agricultural Development Project between its inception and 1986. Below are tables showing performance and achievement of the Sokoto Agricultural Development Project (1982 - 1986).

Table 3.1 Feeder Roads Development in the Sokoto Agricultural Development Project as at September, 1986

S/No	Zone	Com-pleted (Kms)	Under Construc-tion	Pro-posal (Kms)	Total (Kms)
1.	Western Zone	487	62	124	673
2.	Northern "	268	71	64	403
3.	Central "	263	81	45	369
4.	Eastern "	291	83		

Source: Sokoto Agricultural Development Project Bulletin Board, Kaduna 1986 (First Decade of ADPs Celebrations).

Table 3.2 Total Performance

Target		Achievement
Agricultural Development Project - 1975 - 1981	797(Kms)	750 (Kms)
Sokoto Agricultural Development Project 1982 - 1986	1,700(Kms)	1,309 (Kms)

Source: Same as Table 3.1 above.

Table 3.3 Farm Service Centre Development in the Sokoto Agricultural Development Project as at September, 1986

S/No	Zone	Completed	Under Construction	Total
1.	Western	17	5	22
2.	Northern	13	7	20
3.	Central	13	5	18
4.	Eastern	29	5	14

Source: Same as in Table 3.1 above.

Table 3.4 Particulars of Infrastructural Development in the Sokoto Agricultural Development Project (SADP) as at September, 1986

S/No	Infrastructure	Completed	Beneficiaries
1.	Feeder Roads	1309	427 villages
2.	Farm Service Centre	90	1.21 Million farmers
3.	Bore holes	1410	515,000 people
4.	Earth Dams	15	515,000 people

Source: Same as in Table 3.1 above.

Table 3:5 Annual Record of Fertilizer Sales (in tones) by Sokoto Agricultural Development Project

Year	Total
1982	3,640.225.00
1983	32,102.20
1984	61,824.85
1985	50,057.00
January - September, 1986	59,051.70

Source: Same as in Table 3.1 above.

3.G Sokoto Agricultural Development Project Organization Structure:[12] (Please see page 56 for Organization Chart).

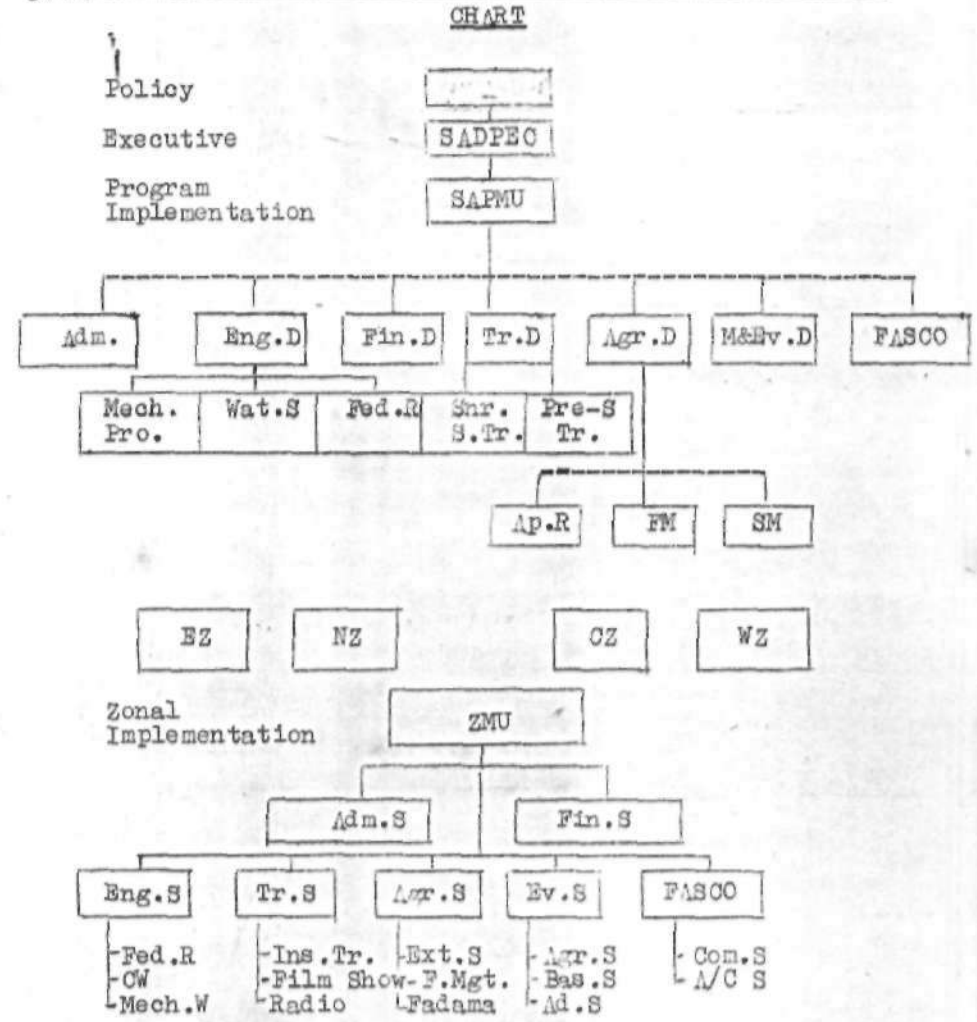
(a) Organization Structure at Stated Headquarters:

The Sokoto agricultural and Kural uav/elupment Policy Council (SARDPC) chaired by the State Governor is the policy-making body of the Sokota Agricultural Development Project, Immediately below this council is the Sokota Agricultural Development Project Executive Committee (SADPEC) chaired by the State Commissioner for agriculture.

At the implementation level and directly under the Sokoto Agricultural Development Project Executive Council, lies the Sokoto Agricultural Project Management Onit, choired by the Programme Manager. Sokoto Agricultural Project Management Unit constitutes the Management of the Project at the Headquarters, Sokoto.

At the Headquarters of the Project exists seven Deportments, viz: Administration, Finance Agronomy, Evaluation and Monitoring Unit,

3.1:: SOKOTO AGRICULTURAL DEVELOPMENT PROJECT ORGANISATION CHART



Source: Document of the World Bank SADP Staff Appraisal Report No.3304 - VN1 Jan. 1981

KEY TO ORGANIZATION CHART ON PAGE 56

SARDPC	-	Sokoto Agricultural Rural Development Policy Council.
SADPEC	-	Sokoto Agricultural Project Executive Committee
SAPMU	-	Sokoto Agricultural Project Management Unit
Adm.D	-	Administration Department
Eng.D	-	Engineering Department
Fin.D	-	Finance Department
Agr.D	-	Agronomy Department
M&Ev.D	-	Monitoring and Evaluation Department
FASCO	-	Farmers Supply Company
Mech.Pro.	-	Mechanical Procurement
Wat.S	-	Water Supply
Fed.R	-	Feeder Roads
Snr.s.Tr.	-	Senior Staff Training
Pre-S.Tr.	-	Pre-Service Training
Ap.R	-	Applied Research
FM	-	Farm Management
SM	-	Seed Multiplication
EZ	-	Eastern Zone
NZ	-	Northern Zone
CZ	-	Central Zone
WZ	-	Western Zone
ZMU	-	Zonal Management Unit
Adm.S	-	Administration Section
Fin.S	-	Finance Section
Eng.S	-	Engineering Section
Tr. S	-	Training Section
Agr.S	-	Agronomy Section
Ev. S	-	Evaluation Section
Ins.Tr.	-	Inservice Training
Ext.S	-	Extension Services
Bas.S	-	Baseline Survey
AS	-	Agronomy Survey
Ad. S	-	Adhoc Survey
Com.S	-	Commercial Section
A/Cs.S	-	Accounts Section
CW	-	Civil Works

Engineering, Training and Sokoto Farmers Supply Company. The administration department, headed by the Deputy Programme Manager, is responsible for staff discipline, welfare, recruitment, and public relations. The accounts departments, headed by a Financial Controller, with a Deputy Financial Controller is charged with the responsibilities of running and maintaining the accounting systems records of the whole project. The Chief Evaluation Officer heads the Evaluation Department whose job is to keep informed the management on the projects progress and guide them on their day-to-day decision making and offer advice towards the overall achievements within the implementation period.

The Training and Development Department serves to enhance the quality and quantity of manpower required to carry out the project's activities. The training covers the technical and managerial aspects. The Department is headed by the Staff Development Co-ordinator

The Agronomy Department run by the Chief Agronomist has its objectives as construction of tube wells for irrigation purposes, providing extension services to farmers, encouraging the use of fertilizer and other inputs, promoting the use of animal drawn ploughs cultivation, sowing and weeding,

and to increase both the area cultivated and the efficiency of cultivation, particularly by increasing plant population. This Department also conducts field researches jointly with research institutions.

Headed by the Director of Engineering, the Engineering Department is (a) to construct and maintain 1,700 km of feeder roads, (b) to maintain 1,200 km of feeder roads previously constructed by Gusau Agricultural Development Project (GADP), (c) to construct and maintain approximately ₦30M worth of buildings ranging from staff housing, offices, farm service centres and stores, (d) to maintain approximately ₦12M worth of building handed over to the Project by the Sokoto State Government and including all buildings constructed under Gusau Agricultural Development Project, (e) to construct and maintain 100 dams and to maintain 56 dams constructed by the Gusau Agricultural Development Project (GADP).

The Sokoto Farmers Supply Company (FASCO) though a limited liability company, is a subsidiary of the Sokoto Agricultural Development Project; in fact, it is a department under the project. It has a Board of Directors, with the Programme Manager as the Chief Executive.

it also has a General Manager who is subordinate to the Programme Manager. Farmers Supply Company (FASCO) is made up of Administration, Procurement, Distribution, Sales, and Finance Section. Its duties include procurement and sales of farm inputs to farmers, stock control, purchase of surplus produce from farmers, etc.

Each of the above Departments has a head, a deputy and a retinue of supporting staff which include secreteries, executive officers, clerks, typists and messengers.

(b) <u>The Zonal Offices</u>

In the field the Sokoto Agricultural Development Project (SADP) is divided into four zones, comprising the following local government areas:

Eastern Zone	Gusau, Anka, Talata Mafara, Kaura Namoda Local Government Areas (Headquartered at Gusau)
Northern Zone	Silame, Gwadabawa, Isa Wurno, Sokoto Local Government Areas (Headquartered at Wurno)
Western Zone	Argungu, Birnin-Kebbi, Bunza Bagudo, Yauri, Jega Local Government Areas (Headquatered at Bunza).

Central Zone — Bodinga, Yabo, Gumi, Zuru Local Government Areas (Headquartered at Gumi).

These zones are shown on the map at next page.

Each zone is fairly autonomous and is run by a Zonal Management Unit (ZMU) chaired by the Zonal Programme Manager. A Zonal Agricultural Development Advisory Committee (ZADAC) has been established in each zone to encourage popular participation and mobilize grassroot support in the project.

The Departmental structure at State Headquarters has been replicated at every Zonal Headquarters with the setting up of Administration, Finance, Training, Agronomy, Engineering, Evaluation and Farmers Supply Company Sections. The Administration Department is concerned with the day to day staff matters such as promotions, welfare, recruitment, discipline, etc. The Head of the Administration section is assisted by a High Executive Officer. Moreover in each section there is an Executive Officer who is responsible to the Head of Administration Section. He (Head Administration Section) is the chairman of the Zonal Establishments Committee which is concerned with only

MAP I SOKOTO AGRICULTURAL DEVELOPMENT PROJECT



Source Village Listing Report 1982
Wurno Zone
S A D P
Published April 1984
By APMEPU

important establishment matters at the Zonal level. The Finance section handles all matters relating to Accounts and Finance at the Zonal level. The Training and Staff Development section takes charge of the training of both farmers and the project staff from all sections. The section is headed by the Zonal Training Officer under whom operate a mobile training unit, inservice training unit and a radio programme unit with each unit headed by an Agricultural Superintendent.

The evaluation unit which monitors and evaluates the progress of a zone is headed by a Zonal Evaluation Officer under whom at local government and district/village levels are Field Evaluation Officers and Senior enumerators respectively.

The Agronomy section is charged with responsibilities for giving advice directly to farmers, seed production and local research work, sinking tube-wells, supplying new farm implements, and construction of irrigation facilities in a zone. The section is headed by a Zonal Chief Agronomist who resides at the Zonal Headquarters. Immediately below him is one Deputy Zonal Agronomist (Extension), Deputy Zonal Agronomist (Farm Management) and Fadama Development Officer each of whom is

directly responsible to him (Zonal Chief Agronomist). In the extension unit a Senior Development Officer is posted to each local government within a zone and he presides over a number of Senior Agricultural Enumerators and Agricultural Demonstrators (Field Overseers) who take charge of the districts and village respectively. In descending order under the Deputy Zonal Agronomist (Farm Management lie a research officer, farm assistant, and farm labourers. The Fadama Development Officer supervises three seperate but similar teams each with a leader trained under technical assistance, team mechanics and a labourer.

The Zonal Agricultural Engineering section is concerned with construction and maintaining feeder roads, service centres, stores, staff offices, houses and dams. It is made up of mechanical Engineering Unit, Land-use Planning Unit, and Water Pump Maintenance Unit. The mechanical engineering unit prepares documents on the purchase of plant, vehicles, and equipment required for the execution of the above activities. Procurement may be from internal or external sources. This unit also arranges port clearance, and inspection of imported goods at all ports. The land use planning unit is responsible for identifying

areas suitable for more intensive agricultural development with the object of providing feeder roads to connect such areas with main markets. In addition, it establishes suitable locations for small earth dams where other sources of water may be expensive to develop.

The Zonal Director of Engineering is the Head of Engineering section at the Zonal level. His immediate subordinates, who are also responsible to him are Building Engineer, Roads Engineer, and Mechanical Engineer. The Building Engineer supervises a group of masons, carpenters and labourers who operate in the field. Similarly, the Roads Engineer has surveyors and operators of machinery in the field. The Mechanical Engineer presides over two sub-units, namely, Hand pump maintenance (one in each local government area) and Tractor Unit.

Farmers Supply Company's main task is to procure fertilizers, insecticides, seeds and other farm inputs and distribute them to farmers directly. It also purchases surplus grains and cotton directly from the farmers. In addition, it ensures that stock control measures are strictly adhered to. The Head of this section is the Zonal Commercial Manager. Next to him in the hierarchy are Commercial Officers (usually three or four as the case may be) and

an Accountant (Zonal Accountant). The auxiliary staff at the Zonal Headquarters include Executive Officers (Accounts), Executive Officer (Administration), Depot Manager, Clerks and Typists. A zone is broken into Development Areas (three or four) each comprising one or more Local Government Areas headed by an Area Commercial Supervisor.

In each Development Area several Farm Service Centres have been constructed with a Commercial Supervisor heading each centre. Apart from the Accounts staff, the Zonal Accountant supervises the activities of a credit officer who is in charge of the Credit Unit and supported by Accounts Assistants.

The above description applies to the organizational set up in each of the Sokoto Agricultural Development Project Zones. In other words, it is typical of the set up in all Zones.

FOOTNOTES

1. Billy J. & Herbet Management and Organicational Behaviour: A multi-dimentional approach. McMillan Publishing Co. New York, 1980, p. 148.

2. Mr. P.C. Uchiduino is the current Managing Director of the Nigerian Telecommunications Limited (NITEL).

3. Professor Jibril Aminu is currently Nigeria's Education Minister.

4. Operation Feed the National (popularly known as OFN was a programme set up in 1975 by the Federal Government with a view to developing agriculture in Nigeria.

5. The Green Revolution Programme was a programme introduced in 1980 with similar objectives as that of the OFN.

6. The Farmers Credit Guarantee Scheme is a scheme being operated by the Nigerian Government to help the country's small scale farmers obtain farming loan with ease.

7. S. Tomori, Agriculture, Forestry and Fishing in Structure of Nigerian Economy Olakoku et al., The MacMillan Press Limited, London 1979, p.13.

8. Gusau Agricultural Development Project (1975-81) A brief Background, Information and Achievements, published by Gusau Agricultural Development Project (GADP) 1981, p. 3.

9. Document of the World Bank Report No. 3304-UNI, SADP Staff Appraisal Report, January, 1981, p.2.

10. Information on the physical, socio-economic and practical features of Sokoto State has been obtained from Document of the World Bank Report No. 3304-UNI, January, 1981, pp. 5-8, New Nigerian April, 1985., P.III, and my personal experience.

11. A decade of ADPs in Nigeria Ten Years of Progress, FARD Publications, 1986, Lagos, P. 6.

12. Information on SADP structure and functions of its various sub-units has been obtained from the two Documents of the World Bank cited above, and interviews with the Project Officials.

CHAPTER FOUR

ANALYSIS OF DATA AND PRESENTATION OF RESULTS

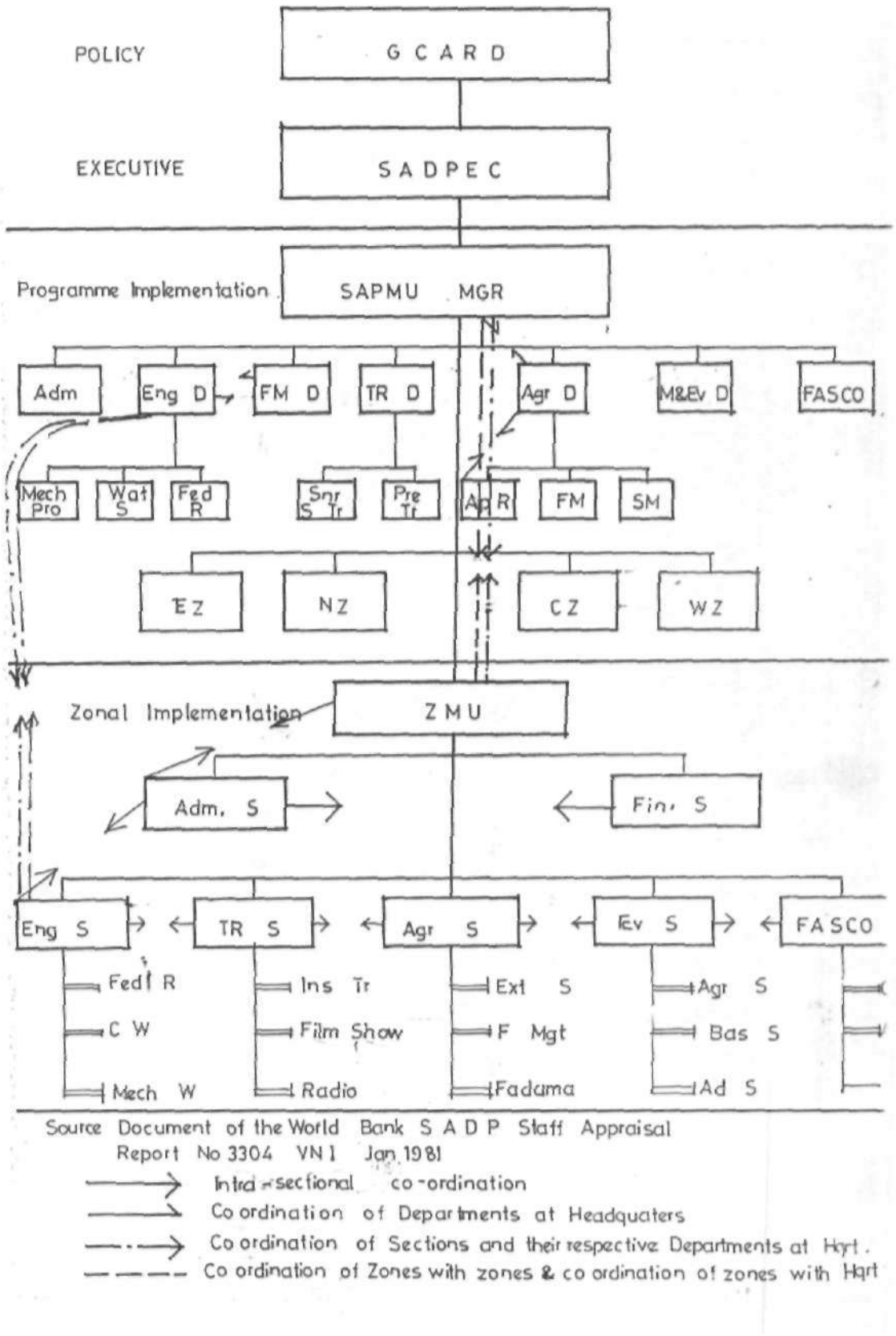
The arrows in Figure 4.1 on page 69 show the "linking-pin" function in the Sokoto Agricultural Development Project. This section aims at examining how Sokoto Agricultural Development Project activities are co-ordinated with one another vertically and horizontally Most importantly, we shall examine how these co-ordination activities affect the performance of the project. In other words, our analysis and findings in this study are presented in this section.

4.1 Co-ordination Between the Sokoto Agricultural Development Project and the Farmers

Various means are adopted to link the farmers with Sokoto Agricultural Development Project and each method seems to have its advantages and disadvantages. Table 4.1. on page 70 presents the means through which the farmers heard of the project while table 4.2 on page 71 presents the methods that most often link them (farmers) with the project.

We shall now deal with each mechanism:

FIGURE 2 CO ORDINATION OF S.A.D.P



Source Document of the World Bank S A D P Staff Appraisal Report No 3304 VN 1 Jan 1981

Table 4.1 Percentage of Farmer responses on the means through which they first heard of the Sokoto Agricultural Development Project (SADP)

Zone	No. in Sample	Extension Services %	Annual General Meeting %	Film Show %	Radio %	Agric Show %	Traditional rulers %	Grapevine %	Other %	Total %
Eastern	20	35	0	10	20	0	25	10	0	100
Northern	20	25	5	15	25	0	20	10	0	100
Central	20	30	0	10	25	0	25	10	0	100
Total	60	30	1.66	11.66	23.3	0	23.3	10	0	100

Source: 1986 Survey.

Table 4:2 Percentage of Farmer responses on the methods that generally and most often link them with the Sokoto Agricultural Development Project

Zone	No. in Sample	Extension Services %	Annual General Meeting %	Film Show %	Radio %	Agric Show %	Traditional rulers %	Grapevine %	Other %	Total %
Eastern	20	45	0	25	25	5	0	0	0	100
Northern	20	25	5	20	30	10	10	5	0	100
Central	20	30	5	25	25	10	5	0	0	100
Total	60	33.33	3.33	23.33	26.66	8.33	5.00	1.66	0	100

Source: 1986 Survey.

i. Sokoto Agricultural Development Project (SADP) Extension Services

The Agricultural Extension Unit of the Sokoto Agricultural Development Project earlier mentioned deals directly with farms and farmers through Field Overseers (FOs) who are responsible for all agricultural extension services like establishment of demonstration plots, teaching farmers new farming techniques, offering them advice, making arrangements for farmers' field days, e.t.c. Any Agricultural information received from research organizations in Nigeria is made known to the farmers through the extension services unit. Both tables 4.1 and 4.2 show that in all the three zones where interviews were conducted more farmers were most often linked to the Sokoto Agricultural Development Project through the Project's extension Services then through other means.

The survey reveals that 30% of all the farmers interviewed indicated that they first heard of the project through the Extension Services while 33.33% said that they were most often linked with the Sokoto Agricultural Development Project through the

project's extension activities than through other means. The ratio of extension worker to farmers is 1:1,300.

ii. Annual General Meeting

The Sokoto Agricultural Development Project Agronomy Section's staff and the farmers hold annual general meetings at local government, district and village levels at the beginning of every planting season. The object of such meetings is to enlighten the farmers on the plan of action for that year, i.e. what the project proposes to do with regards to agricultural development. Information about arrangements for such meetings is passed down the Section's hierarchy to the farmers.

Table 4.2 shows that 5% of farmers in both the Northern and Central Zones indicated that they are linked with the project most often by annual general meetings. Thus, the annual general meeting contributes to the efficiency of Sokoto Agricultural Development Project by preparing both the farmers and project's officials for the execution of the organization's plans for the next planting season.

iii. Film Shows

The Agric Superintendent who supervises the Mobile Training Unit has under him, two teams of technicians each making use of a Landrover equiped with film equipment used to show farmers and project extension workers educative films. According to Table 4.1, 11.66% of all the farmers interviewed were first made aware of the existence of the Sokoto Agricultural Development Project through film shows. Obviously the film shows constitute an important mechanism in integrating the farmers with the project.

iv. Radio

The duties of the Agric Superintendent manning the farm Radio Programme include basically interviewing the farmers on the problems they encounter in dealing with the project. He submits his findings along with suggested solutions to the Zonal Training Officer for editing before they are broadcast over the radio. That this method is important in the co-ordination of farmers activities is supported by both Tables 4.1 and 4.2. Statistics in table 4.1 shows that a minimum of 20% of

the farmers interviewed in each zone first heard of the Sokoto Agricultural Development Project existence through the radio while figures in table 4.2 indicate that radio programmes more than any other mechanism link a minimum of 25% of the farmers with the Sokoto Agricultural Development Project.

These percentages are significant in that they indicate that radio link enhances efficiency of the Sokoto Agricultural Development Project in two ways: (a) Firstly, the existence and activities of the project were, at the onset, made known to many farmers through the radio. This awareness by the farmers of the project and its activities is essential because the project's intention is to achieve its objectives through the farmers. (b) Secondly, the farm radio programme enables the project officials to find out problems encountered by the farmers in dealing with the project. To these problems, the officials in turn offer solutions which are broadcast over the radio for the benefit of both the farmers and the project.

The major problem encountered in applying this method is lack of good access roads to the villages.

v. Traditional Rulers

These seem to constitute a vital link between the farmers and the project particularly

at the take off stage of the project. They form a vehicle through which the Sokoto Agricultural Development Project officials contact a section of the farmers. Figures in Table 4.1 buttress this contention when they show that 23.3% of all farmer respondents pointed out that they first came to know the Sokoto Agricultural Development Project through their traditional rulers. And these figures appear to be fairly spread in all the three zones considering that not less than 20% of the farmers in each zone were first contacted by the project through the traditional rulers. It was found that a small section of the farmers is still contacted from time to time through these traditional institutions (See table 4.2).

It seems, however, that the importance of the traditional institutions in the linkage process diminishes considerably when the frequency and continuity of such linkage is taken into consideration. For instance, only 10% and 5% of the farmer respondents in the Northern and Central Zones respectively claim that traditional rulership is the vehicle through which they are most often linked with the Project (See Table 4.2).

vi. Agricultural Shows

Agricultural shows are organised by Sokoto Agricultural Development Project once every year in each of its zones. In fact, this writer was opportuned to personally witness, during his survey in January and February 1986, agricultural shows held in the Central and Northern Zones. At such shows farmers exhibit the best of their farm produce and prizes are awarded to the farmers with the best of best yields. Of special interest to us here is that at such shows both the project officials and the farmers physically come into direct contact with one another. In fact, even the Sokoto State Governor and the State Commissioner for Agriculture along with their top aides attend and make speeches thereby coming into direct contact with the farmers. Thus, at such shows both Government and Project officials appreciate better the efforts being made by the farmers towards agricultural developkent and the constraints encountered in the process with a view to encouraging the farmers' efforts and alleviating or at least minimising their constraints. At the two agricultural shows we witnessed, we observed that

officials would go round to inspect farmers' presentations and often interview them (farmers) on matters relating to agriculture apparently with a view to finding out the extent to which the Sokoto Agricultural Development Project has made impact on the farmers. Therefore, needless to say agricultural shows are an important and vital link between the Sokoto Agricultural Development Project and the farmers.

One easily observable disadvantage of the agricultural shows as a linkage is that it is held at relatively long intervals between which the farmers are likely to forget what they had learnt.

vii. Grapevine

Grapevine here refers to the informal system by which information about the Sokoto Agricultural Development Project reaches the farmers through their fellow farmers like friends, neighbours or relatives. The survey reveals that an average of 10% of the farmers interviewed were first made aware of the existence of the project through the grapevine while 5% of those in the Northern Zone said that this mechanism constituted the most

frequent (See Tables 4.1 and 4.2) avenue used to link them with the Sokoto Agricultural Development Project.

That in both the Eastern and the Central Zones as seen in table 4.2 not a single farmer made mention of grapevine, however is a clear indication of its shortcoming as a linkage in this context.

4.2 Intra-Sectional Co-ordination[1]

1. Organization Hierarchy

This refers to the various grades of positions existing in an organization from the lowest to the highest grade. It is also referred to as 'unity of command' which involves structuring of authority, accountability and responsibility in an organization. It is, in effect, a "channel or conduit through which authority and accountability flow"[2]. Authority according to Hicks and Guillett[3], is the right a manager has to request or require a subordinate to do something to accomplish goals and is one of the 'glues' that hold an organization together. Authority is usually delegated. Accountability refers to how a subordinate accounts to his superior, how well he has

exercised his responsibility and the use of the authority delegated to him.

As is usually the case in all formal organizations, organization hierarchy, by serving as a 'conduit' for the flow of authority and accountability, plays an important role in promoting co-ordination in the Sokoto Agricultural Development Project at all levels. Every Section and Sub-section of the project makes use of this device (organization hierarchy) to harmonise its activities. By sectional hierarchy here it is meant the various grades of positions existing in each section of the project from the village to the Zonal Headquarters. The organization hierarchy forms an important mechanism for co-ordinating the activities of each sub-section and section of the Sokoto Agricultural Development Project and consequently an important ingredient in the achievement of each unit's goal. In each section and sub-section employees report to and are supervised by their immediate superiors. In the same vein circulars and other forms of instructions and information are sometimes made known to the employees through the sectional hierarchy. Moreover, reports from subordinates are often sent to the superiors through the hierarchy.

However, organization hierarchy as a method of co-ordinating sectional and sub-sectional activities is not without its pitfalls. For instance it was found that it is a source of occasional delays in communication (both top - bottom and - up) resulting from the usual bureaucratic 'redtapism'.

ii. Supervision Visits

A supervisor can be said to be a person who oversees/directs the effort of others towards achieving the immediate goals and long range objectives of an organization[4]. Going by this definition, supervision visits here are seen as involving superior officers or staff visiting their subordinates at the latter's stations and physically overseeing and directing their efforts towards the achievement of the project's objectives.

Supervision visits seem to constitute an essential means of promoting the harmonisation of the operations of most sections of the project particularly Training, Evaluation, Agronomy, Engineering and Farmers Supply Company (FASCO) Units. Table 4.3 presents the frequency with which supervisors pay supervision visits to their subordinates.

Table 4.3 Percentage of respondents on how frequently supervision visits were undertaken by superiors

Section	No. of respon-dents	Very Fre-quently %	Fre-quently %	Infre-quently %	Very Infre-quently %	Total %
Training	7	0	71.43	28.57	0	100
Evaluation	7	0	57.14	42.86	0	100
Agronomy	7	0	57.14	42.86	0	100
Engineering	7	0	85.71	14.29	0	100
FASCO	7	0	71.43	28.57	0	100
Total	35	0	68.57	31.43	0	100

Source: 1986 Survey.

To arrive at the number of respondents in Table 4.3, we selected two subordinates from each section of a zone plus only one Head of Section. For instance, for the Training Section, two subordinates were selected from each Training Section of the three zones visited, plus one Head of Training Section to arrive at seven (7) respondents.

On the basis of the statistics presented in the table one can infer that supervision visits are often conducted in most sections of the Sokoto Agricultural Development Project to monitor the activities of the project's field staff and ensure that actions are in line with the project's objectives. 57.14% of the seven employees selected from three different evaluation

sections responded that they were visited frequently by their superiors while 87.71 of those selected from three Engineering Sections gave the same response. Similarly, the respondents in Training, Agronomy, and FASCD Sections generally gave favourable responses as indicated in the table. The confirmation by the above statistics that supervision visits are generally undertaken frequently in the Sokoto Agricultural Development Project suggest that superiors monitor the work of their subordinates to ensure efficiency and high productivity. This line of action is obviously in conformity with the "linking-pin" function as profounded by Likert.

iii. Staff Meetings

These constitute another link between the Sokoto Agricultural Development Project employees. Generally speaking each section of the Sokoto Agricultural Development Project at zonal levels holds meetings chaired by the Head of relevant section. Such meetings are attended by staff at local government and zonal headquarters levels and are

generally held on monthly basis. Table 4.4 reflects the degree of regularily with which monthly meetings of each section is held. It also indicates the usefulness of such meetings.

Table 4.4 Percentage of respondents (Projects Officials) on the extent of regularly with which monthly sectional meetings are held and the usefulness of such meetings

Sections	No. of respon-dents	Regu-larly/ Useful %	Regular not Useful %	Useful but irre-gular %	Irregular and Useless %	Total %
Admin.	7	57.14	14.29	28.57	0	100
Training	7	71.43	0	28.57	0	100
Evaluation	7	71.43	0	28.57	0	100
Accounts	7	57.14	14.29	14.29	14.29	100
Agronomy	7	85.71	0	14.29	0	100
Engineering	7	85.71	0	14.29	0	100
FASCD	7	57.14	14.29	28.57	0	100
Total	49	61.22	6.12	20.41	0	100

Source: 1986 Survey.

The statistics in Table 4.4 confirms that in general monthly staff meetings are held in all sections and they seem to be fairly useful since 61.22% of all the 49 staff respondents at sectional level said that staff meetings are regular and useful. And these figures seem to be fairly spread in all sections. In fact, the

column "Regularly/Useful" in the table scores no less than 57.14% in each section. It was also found that most of the employees described staff meetings as useful largely because:

a. the meetings provide an opportunity for the sectional heads to remind their subordinates of the role they are expected to play in the Section,

b. progress made during the past month are reviewed, and problem areas pointed out and possible solutions advanced.

Going back to Table 4.4 it is discernible that problems exist with the application of staff meetings as a co-ordination device. This assertion is supported by the fact that significant percentages (ranging from 14.29% to 28.57%) of the respondents in each section indicated that even though the meetings were useful, they were irregular. And in the Administration, Accounts and Farmers Supply Company sections 14.29% each of the respondents believe that the meeting were useless though regular. These responses, though from a minority perspective seem to indicate that all is not well with staff meetings as a method of promoting co-ordination at sectional levels.

4.3 Inter-sectional Co-ordination

Having discussed how each section/sub-section in a zone co-ordinates the activities of its members, the question that follows naturally is; how are the efforts of the sections themselves integrated and harmonised with one another? Several mechanisms can be identified to provide answer to this question. They include:

i. Committees: For the avoidance of doubt, the term committee in this study refers to "a group of persons to whom, as a group, some matter is committed"[6]. This group may also be referred to as 'commission', "board" or "team", but essentially their nature appears to be the same[7]. Two main committees have been established in each Zone for effective management. These committees were conceived at the formulating stage of the project to help co-ordinate the activities of their respective zones. And as E.C. Eyre would argue "co-ordination is much easier to achieve if the means to do so are recognised and worked out at the beginning of a project rather than after it has been progressing for some time."[8].

Table 4.5 Percentage of Sokoto Agricultural Development Project officicials responses on the regularity/usefulness of the meetings of the Zonal Management Unit (ZMU)[9]

Zone	No. in sample	Regular/ useful %	Regular not useful %	Useful but irregular %	Irregular and useless %	Total %
Eastern	8	75.00	0	25.00	0	100
Northern	8	87.50	0	12.50	0	100
Central	8	75.00	0	25.00	0	100

Source: 1968 Survey

The major committee is the Zonal Management Unit (ZMU) chaired by the Zonal Programme Manager with all Heads of Sections as members. It is responsible for the management of its zone. 75%, 87.50%, and 75% of the members of the Zonal Management Unit respectively in the Eastern, Northern, and Central Zones indicated that Zonal Management Unit meetings were regular and useful (See table 4.5). We found that generally members consider Zonal Management Unit meetings useful because (a) they provide a forum in which the various sections get acquinted with what others are doing. (b) in addition, during such meetings areas of intersectional frictions are highlighted and agreements often reached on how to eliminate them.

In the light of the above discussion, one can infer reasonably that the Zonal Management Unit meetings make significant contribution towards the promotion of the co-ordination process of the Sokoto Agricultural Development Project and as J. Presley and S. Keen[10] would say "properly conducted committee meetings used for the right purpose can result in greater motivation, improved problem solving and increased output". This phenomenon clearly fits into the Liker's idea of the "linking-pin" function.

The other main committee is the Zonal Agricultural Development Advisory Committee (ZADAC) which consists of the Local Government Sole Administrators, plus a representative of the traditional council of the area, the Zonal Project Manager and his Financial Controller and Farmers Supply Company's Zonal Commerical Manager. The raison d'etre of Zonal Agricultural Development Advisory Committee is to encourage popular participation and mobilise grass roots support for the project. More specifically it advises the Zonal Management Unit (ZMU) on the annual Zonal Development Programme and budget, setting of roads and service centres and establishing guidelines for land compensation (where necessary).

Apart from the above bodies there exist in each Zone a Zonal Establishment Committee comprising all Heads of Sections, and chaired by the Administrative Officer. This committee deliberates and makes recommendations on salient establishment matters such as recruitment and discipline of Senior Staff. It also makes recommendations on staff welfare[11].

ii Organization Hierarchy: The Zonal Programme Manager is the overall head of his zone; the Chief Executive who ensure conformity with the Project's policies. He has authority over all his sectional heads and their subordinates. He co-ordinates the efforts of all the sections. All correspondences to and from the Headquarters are channelled through him.

However, there arises at times conflicts of authority between the Zonal Programme Manager and Farmers Supply Company's Commercial Manager. The latter feels that being a limited liability company, Farmers Supply Company should, in most matters, communicate directly with its subordinates

in the field without necessarily going through the Zonal Programme Manager. This was the situation in all the three zones visited by the researcher. In fact, all the Farmers Supply Company staff interviewed strongly feel that the Company ought to be completely autonomous of the Sokoto Agricultural Development Project and revert to its former status. (Please see Table 4.6 below).

Table 4.6 Percentage of Farmers Supply Company's (FASCO's) respondents on whether or not FASCO should be completely autonomous of the S.A.D.P.

Unit	No. of respondents	Completely Autonomous of SADP %	FASCO to Remain under SADP as it is now %	Total %
FASCO Department	3	100	0	100
Northern Zone	3	100	0	100
Central Zone	3	100	0	100
Eastern Zone	3	100	0	100
Total	12	100	0	100

Source: 1986 Survey

In response to question 13 in our questionnaire (Appendix A) all the workers of the Farmers Supply Company (FASCO) interviewed in the above three zones considered the

subordinating of FASCO to the project (S.A.D.P.) as leading to problem of integration and unification of both FASCO's operations and the project's activities. They therefore suggested that the solution to this problem lies in giving full autonomy to Farmers Supply Company.

iii. Progress Reports: Progress Reports form one of the important methods by which co-ordination of the Project's Sections is achieved. We are already aware of the presence of Evaluation Section in each Zone. This section gathers from every section information which it collates and prepares quarterly reports on the operations of the zone concerned. Information is collected in two ways; one way is direct from the farms and the farmers; the other is by obtaining reports compiled by Heads of Sections. The contents of Quarterly Reports usually are information on the activities (accomplishments, short-comings,etc) of each Section.

Please see Appendix 'A' which is portion of a typical Quarterly Report. Of special interest to us here is that a copy of each report is made available to all sections (See Table 4.7).

Table 4.7 Percentage of responses on the frequency with which the Sokoto Agricultural Development Project Officials receive Progress Reports prepared by the Sokoto Agricultural Development Project Evaluation Section/Department

S/No.	Staff Category	No. in sample	Regularly %	Not Regularly %	Total %
1.	Junior staff (GL 01-06)	40	27.50	72.50	100
2.	Senior staff (GL 07 and above)	48	95.83	4.17	100

Source: 1986 Survey

The number in sample in respect of Senior staff i.e. 48 comprises all the 15 senior staff interviewed at state headquarters, 3 Zonal Programme Managers, 21 Heads of Sections, 6 Executive Officers (Administration) and 3 Executive Officers (Accounts). The number of Junior staff i.e. 40 is made up of all the junior staff interviewed both at the state

headquarters and in the zones visited.

Table 4.7 shows that 95.83% of all the senior employees stated that they receive such reports regularly. However, the same table indicates that 72.50% of the junior staff do not lay their hands on such reports regularly. We also observed that all the junior employees stationed in the rural areas are among the latter group (those who do not receive Progress Reports regularly).

Again, the reasons as observed, is partly attributable to the inaccessibility of the Sokoto Agricultural Development Project offices in the remote villages. Nonetheless, Progress Reports serve as important instrument of co-ordination even in village since they are received and read from time to time by the project staff at that level.

iv. Training: Different types of training are conducted at the zonal level, but we would deal with only one aspect: induction courses. Others have been treated in detail in the next section. All the project officials (except expatriate staff) said that they had

undergone induction courses arranged by their respective zones. And that the course served as an eye opener as to what the objectives of the project's are, its structure and the role they (respondents) are expected to play in accomplishing those objectives.

v. Budgetary Control: Like other formal organizations the Sokoto Agricultural Development Project prepares its budget annually. The Accounts Section ensures that any expenditure incurred in a zone is in order, that is, it is approved by the appropriate authority and within the budget provision. This measure, to a certain extent, prevents different sections from incurring expenditure not in line with the project's policies and goals.

However, the measure is not fool-proof and wastages and even frauds are sometimes experienced. Such problems come in form of advances not prudently utilized, over inflated invoices, etc.

One common complain among Accounts staff discovered by the survey was that generally staff from other sections who

take cash advances to purchase certain items for immediate use in their sections tend to take an unnecessarily long time to account for the advances collected. This may mean either the advances are not immediately used for the purpose intended or receipts of purchase are not tendered promptly to enable the Finance Section effect necessary reconciliation in time.

4.4 Integration of Zones with Zones and Integration of Zones with the State Headquarters

The Oxford Advanced Learner's Dictionary of Current English says to integrate is to "combine (parts) into a whole" and integration means "integrating or being integrated". In this study the term integration refers to synchronization or harmonization of the activities of all segments and sub-segments of an organization. In other words, it means streamling the operations of all units and sub-units of an organization so as to realise the overall objectives of the organization.

In this section attempt has been made to examine the mechanisms used to integrate the activities of all the Sokoto Agricultural Development Project zones with one another. We shall also delve into the ways and means

by which the operations of the zones are integrated with those of the state headquarters. In other words, we will attempt to see how both horizontal and vertical co-ordination activities are conducted among zones and between the zones of the Sokoto Agricultural Development Project and the State Headquarters. The following methods have been identified:

i. <u>Organication Hierarchy:</u> In the previous sections of this chapter we have seen how the organization hierarchy serves as a channel through which authority and accountability flow at sectional and zonal levels. It is imperative to note that this channel extends from the state headquarters to the zones; that is from Sokoto Agricultural and Rural Development Policy Council (SARDPC), Sokoto Agricultural Development Project Executive Committee (SADPEC) to the Sokoto Agricultural Programme Management Unit (SAPMU) through the Programme Manager, Heads of Departments at the State Headquarters down to the Zonal Hierarchy through the Zonal Programme Manager. Authority is delegated at these various levels of the hierarchy and each employee is accountable to the one immediately above him in the hierarchy.

By serving as a channel through which authority and accountability flow in the whole of the Sokoto Agricultural Development Project, organization hierarchy or unity of command serves to streamline the operations of the project at both State Headquarters and in the field i.e. Zones, thereby promoting co-ordination through-out the structure of the project.

But organization hierarchy is not without its disadvantages in this regard. For instance, 80 (i.e. 90.91%) out of the 88 project officials interviewed agree that the idea of doing things through the 'official channel' of communication often leads to delays in operations of the project. And delays hamper co-ordination since as E.C. Eyre[13] points out co-ordination can be described as organization in time because timing is of the essence if co-ordination is to be effectively achieved".

ii. Staff Meetings: Generally speaking departmental staff meetings are held at the State Headquarters on monthly basis. These meetings are chaired by the relevant

Head of Department with the Head of the relevant section from each zone as members. The essence of such meetings is to review the progress made by each department in each zone. Every department designs its agenda in line with its respective functions.

The usefulness of such meetings is three-fold i.e (a) it affords the opportunity for every Zonal Head of section to know what other zones are doing, (b) it provides a forum in which the Heads of Department at the headquarters are informed of the progress and problems of zones, (c) it constitutes a vehicle through which the headquarters staff inform the zonal staff about new developments in the project and what they are expected to do during the coming month.

It has been observed that the problems posed by these meetings are that they appear to lead to waste of resources both human and material considering the costs of transporting and accommodation the zonal heads of sections and also the man - hour loss while away from the field. But these disadvantages would seem to amount to

nothing when juxtaposed with the advantages enumerated earlier.

iii. Committees: A number of committees exist at the State Headquarters for effective vertical and horizontal co-ordination. One of such committees is the Sokoto Agricultural and Rural Development Policy Council (SARDPC) which is the policy making body of the Sokoto Agricultural Development Project. It provides the guidelines under which the Sokoto Agricultural and Programme Management Committee (SAPMC) operates.

Sokoto Agricultural and Rural Development Policy Council meets twice a year and reviews project implementation and considers Sokoto Agricultural Development Project budget. Another body is the Sokoto Agricultural Development Project Executive Committee (SADPEC) which co-ordinates the operational aspect of the project. Specifically it is responsible for, among other things:

a. Providing project implementation advice to Sokoto Agricultural Development Project Management and

b. Formulating and approving project training policies and overseeing training programmes.

There is also the Sokoto Agricultural Development Project Establishments Committee chaired by the Deputy Programme Manager, who is also the Head of Administrative Department. Membership of this committee comprises all Heads of Department. This committee handles all important personnel matters like recruitment of all Senior Staff (GL 07 and above) for the whole project, promotion and discipline of Senior Staff, etc. These matters are beyond the competence of the Zonal Establishment Committee and are therefore referred to the Establishment Committee at the Headquarters.

Another committee is the Sokoto Agricultural Programme Management Unit (SAPMU) which, as we have seen, constitutes the project's management chaired by the programme manager. And its membership include all Heads of Department and Zonal Programme Managers. This body provides over all policy guidelines. Specifically it provides centralised support services to the Zonal sub-projects in the fields of training, civil engineering, water supplies, applied research, seed multiplication, land use planning, fadama development, and

monitoring and evaluation. The annual work programme and budget drawn up by each zone are subject to approval by Sokoto Agricultural Project Management Unit. As indicated on Table 4.8, 83.33% of respondents who are members of Sokoto Agricultural Project Management Unit confirmed that this body's meetings are regular and useful.

Generally the advantages of Sokoto Agricultural Project Management Unit enumerated by its members include (a) provision of a vehicle through which all Heads of Department and Zonal Managers are informed by the Programme Manager of new development affecting the projects; (b) Heads of Department and Zonal Managers are afforded the opportunity to know what other units are doing, and (c) members are constantly reminded of the role their units are expected to play towards the achievement of the overall Sokoto Agricultural Development Project objectives.

Table 4.8 Percentages of SADP Officials responses on how regular and useful the meetings of the Sokoto Agricultural Programme Management Unit (SAPMU) are

No. in Sample	Regular/ Useful %	Regular not useful %	Useful but irregular %	Irregular & Useless %	Total %
12	83.33	8.33	8.33	0	100

Source: 1986 Survey

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It is clear therefore that the committees discussed above contribute in no small measure in harmonising the activities of the whole project from the state headquarters down to the lowest level of hierarchy for as Eyre rightly pointed out; "Co-ordination of the activities of all the functions of an enterprise - is clearly of the utmost importance to the success of that enterprise because all functions are interdependent; the failure of one section of the organization to meet its required xobjectives can jeopardise the success of the other functions that rely upon it ..."[12]. And this situation is obviously in direct agreement with Likert's "linkin-pin" function.

The basic disadvantages of Sokoto Agricultural Project Management Unit are similar to the ones stated in method (ii) above.

iv. Training Programme: This method like the ones earlier discussed seems to play an important role in promoting co-ordination in the whole of the project. Various training programmes have been designed and adopted by the Sokoto Agricultural Development Project to enlighten and improve the skills of the project's

employees. The three tables below give break-down of the types of course and training programmes embarked upon by the project. We shall later explain how training is an element of coordination in this regard.

Table 4.9 Short-term and long-term course and number of participants from 1982 to 1986

Type of Courses		1975-81	1982-83	1984	1985	1986	Total
A. Short Courses			Local Courses				
	ARMT	-	43	66	98	104	311
	School of Agric	56	8	5	9	14	36
	Planning and Administration	14	2	-	1	3	6
	Engineering	7	2	15	18	16	51
B. Long-Term Courses							
	Post-graduate	-	-	-	1	1	1
	Short-term Courses	Overseas		5	3	2	10
	Long-term Courses	-	-	1	6	13	20

Source: Bulleting Board of the SADP, 1986; Kaduna.

Table 4.10 SADP Upgrading Courses and Number of Participants from 1982 to 1986

Type of Courses	1982/83	1984	1985	1986	Total
HND					
General Agric	11	3	4	3	21
Agric. Mech.	1	-	-	-	1
Civil Engineering	1	-	1	-	2
Accounts	2	-	-	-	2
OND (Gen.Agric.)	30	24	19	50	123
Mgt Courses	5	6	3	2	16
Total	50	33	27	55	165
Refresher Courses	40	200	297	505	940
Grand Total	90	233	324	560	940

Source: Bulleting Board of the SADP, 1986, Kaduna.

Table 4.11 Number of Mobile Training Sessions held by Training and Visit (T and V) System from 1984 to 1986 according to Zones

Zone	1984	1985	1986 to-date
Eastern Zone	7	25	40
Western Zone	15	34	79
Central Zone	24	01	30
Northern Zone	20	20	20
Total	66	210	193

Source: Bulleting Board of the SADP, 1986, Kaduna.

From the above three tables (4.9 to 4.11) one can reasonably conclude that Sokoto Agricultural Development Project has comprehensive training programmes which are actually being executed. In fact, the tables seem to speak for themselves.

Now that we have established that the project trains its employees, both management and staff the question that easily comes to mind is; in what way do these training programmes and sessions forster effective co-ordination and efficiency in the performance of the Sokoto Agricultural Development Project?

We found that work groups or sections in one zone generally follow similar procedures and adopt similar strategies with their counterparts in other zones partly due to the fact that they received the same type of training. For instance, for purposes of monitoring and evaluation, all the staff of evaluation sections in various zones have been trained to use a standardised form known as Field Record for Agronomic Data, Yields and Stands (FRADYS) to collect data in the field. And it is this form that is actually in use throughout the Sokoto Agricultural Development Project. (Please see copy of the form at page 106). The use of a standardised form obviously

FIELD RECORD FOR AGRONOMIC DATA, YIELDS AND STANDS

AGRICULTURAL PROJECTS MONITORING,
EVALUATION AND PLANNING UNIT
P.M.B. 2178, KADUNA

RECORD No. ☐☐☐☐

REVISED MARCH, 1986

☐☐ ☐☐ ☐☐☐ To be completed by order

A.P.M.E.P.U., FEDERAL DEPT. OF AGRIC. & RURAL DEVT.,
P.M.B. 2178, KADUNA, NIGERIA.

LARGE SCALE RECONNAISSANCE SURVEY
Revised July 1985

REFERENCE PERIOD: FROM TO

STRICTLY CONFIDENTIAL

AGRICULTURAL PROJECTS MONITORING
EVALUATION AND PLANNING UNIT

CLEARLINE SURVEY

Enumerators should complete only those sections marked TO BE COMPLETED BY ENUMERATOR. These sections are to be completed in words not code numbers. Enumerators should consult the code lists only as a guide. All entries should be made in CAPITAL LETTERS. Brief instructions for completing each page are given either on the page itself or on the back of the previous page. More detailed instructions and examples will be found in the CLEARLINE manuals. The coding of the information must be done by the SENIOR ENUMERATOR **in the presence of the Enumerator** so that questions may be asked and points can be clarified. If you are in any doubt about how to complete any item on the form then consult your manual if you are still in doubt then ask your Senior Enumerator.

Name of Enumerator:

TO BE COMPLETED BY ENUMERATOR

This survey will start in one calendar year and finish in the next calendar year. Record both the year when the survey starts and the year when it will finish e.g. 1980/81.

Year ____ 1 ☐☐

Project ____ 3 ☐☐

Stratum ____ 5 ☐☐

VILLAGE/WARD ____ 7 ☐☐☐

Household ____ 10 ☐☐

Head Name ____ 12 +0 1

I.P. No. ____ 14 ☐☐☐☐☐☐ 20 ☐☐☐

Record the date in the following form: day month, year. Thus 15th April, 1980 or 15/4/80.

Date of second interview ____ 23 ☐☐☐☐☐☐ 29 ☐☐☐

Date of first interview ____

Write the name of the Project: one letter in each box. 32 ☐☐☐☐☐☐☐☐☐☐☐☐☐☐☐☐☐☐☐☐ Skip

TO BE COMPLETED BY SENIOR ENUMERATOR

Checked and coded by Senior Enumerator		
Name	Sign	Date

Checked by Senior Evaluation Officer		
Name	Sign	Date

Next Cd	
Type	No.
77 78	79 80

May 1980

COMPLETE THIS FORM IN CAPITAL LETTERS

Source: APMEPU 1986 page 9

harmonises the operations of different evaluation sections.

Training, therefore, contributes towards the harmonization of the activities of the various zones and achievement of the project's goals by ensuring that the various units and sub-units of the organization adopt a common approach in their operations. This view seems to be supported by E.C. Eyre[13] when he says:

> management and staff training programmes tend to bring about a common approach to problems and a standardised reaction to them. Thus, in any situation one manager can be reasonably sure of what another manager will do. This common approach is a decided help in promoting co-ordination, particularly in unexpected circumstances.

And one might add here that not only managers but staff also can be reasonably sure of what one another will do. Thus the training programmes embarked upon by the Sokoto Agricultural Development Project can be said, with some justification, to aid in promoting co-ordination both vertically and horizontally among the various segments of the project, at headquarters and in the field.

However, there seems to be some conflicts between the Training Department and other departments. For instance, the Head of Training Department, in the course of our discussion, stated that he experienced difficulties and delays in securing nominations for training from other departments.

v. Rules and Procedures: Like other establishments of its kind the Sokoto Agricultural Development Project has its own laid down rules and regulations which guide all actions of its employees. The laid down rules and procedures are contained in policy guidelines, Staff Condition of Service, and Circulars. These rules and procedures are generally made known to employees through such channels as organization hierarchy, induction courses, committee meetings, staff meetings and informal channels of communication. Since all staff of the Sokoto Agricultural Development Project are subjected to the same rules and procedures their behaviour is likely to be in the same direction.

These rules and regulations notwithstanding, human beings being what they are, sometimes behave contrary to

what is expected of them as members of the project. In fact, part of the work of Establishment Committees is to discipline or to recommend disciplinary measures against erring members. And most of the project respondents maintain that such disciplinary cases occasionally arise at both the Headquarters and in the field. Moreover, some of the channels through which circulars are circulated to workers are defective in sense that delays are often experienced especially in getting to the employees in the remote areas. This view was expressed by 100% of the project employees contacted.

vi. Progress Reports: These constitute another important link between the various segments and sub-segments of the Sokoto Agricultural Development Project. We have earlier discussed how the Zonal Evaluation Section collects information and compiles quarterly and annual reports on their respective zones. These reports are not confined to the zones; a copy of each report is sent to the Evaluation Department at the State Head-quarters which, in turn compiles Quarterly

and Annual Progress Reports in respect of the whole project. Copies of these reports are distributed to every department and zone. Annexes 'C' and 'D' are samples of such reports for more details. All Heads of Departments and Zonal Programme Managers confirmed that such reports are received regularly but often lately. The importance of these progress reports is that they enable each department to know what others are doing and the sorts of problems they encounter in the discharge of their functions. In this way co-ordination between departments is being promoted. These reports, however, do not usually reach all employees as our survey reveals. But some of the contents are usually transmitted through committee meetings, staff meetings, supervision visits, etc.

vii. Supervision Visits: These are not the exclusive preserve of the Zones[14]; they are also undertaken by the Headquarters staff. Senior members of departments including Heads of Department often undertake tours of their respective sections in the zones to monitor and supervise the activities of the field

staff. This helps to ensure that what is done in the field is in line with what the Headquarters expect.

viii. Budgetary Control: The Finance Department has the responsibility of ensuring the safe-keeping of the Project's finances. Records of sales of agricultural inputs are sent to the Headquarters from the Zones for information and cross-checking. These records or returns are supposed to be submitted at the end of every month but it was found that sometimes they (returns) are made late. Similarly records of expenditures incurred at Zonal levels are submitted to the State Headquarters with balances on various sub-heads indicated. Any discripancies are expected to be accompanied by satisfactory explanations, failing which investigations follow and where necessary disciplinary measures taken. Just like in the Zones, at state headquarters too departmental expenditures are controlled by the finance Department which ensures that such expenditures are kept within budget provisions.

The budgetary control, therefore, helps to strengthen co-ordination and

forsters efficiency in the project by ensuring that expenditures are kept with the budget provision and, therefore, in line with the Project's guidelines and objectives.

ix. Participative Leadership Style: Various styles of management have been identified by management theorists like D. McGregor, Rensis Likert, Reddin, Blake and Mouton, and a host of others. Generally, these styles range from autocratic to participative[15]. Participative style of management seems to some extent, to be adopted by the Sokoto Agricultural Development Project and promote co-ordination as evidenced by the existence of various committees discussed earlier in which various work groups in the project are represented. Participative management style here means, as seen by Rensis Likert[16], effective management whichx is strongly oriented towards subordinates, relying on communication top-down, bottom-up, to keep all parties working as a unit.

We have in the previous section of this chapter discussed how the various channels such as staff meetings committee meetings, supervision visits, etc are used

in the Sokoto Agricultural Development Project to promote communication and influence between subordinates and superiors or managers at both state and zonal levels. These committees and other channels through which various segments of the projects are represented and the various forms of reports sent from the rank and file to the upper echelons constitute avenue for participation by subordinates in decision making, problem solving, and build up in them a sense of commitment.

1. It need be mentioned, in passing, that the internal co-ordination activities are reinforced by some out-side forces particularly the Federal Agricultural Co-ordinating Unit (FACU) and Agricultural Projects Monitoring Evaluation and Planning Unit (APMEPU). FACU reinforces the co-ordination activities of the SADP through (a) participation in policy planning and project preparation, (b) provision of assistance in agricultural research and extension, (c) reports and other publications, (d) manpower development and training, and (e) Budgetary Control. APMEPU reinforces effective co-ordination of the project through (a) the development of farm survey, design and methodology, (b) preparation and production of survey forms and manuals, (c) training and visits, and (d) preparation of project reviews. For details on the activities of these two bodies see FACU and APMEPU, publications of the Federal Department of Rural Development (FDRD), 1986.

2. Hicks et al, Op cit. p.

3. Ibid, p.

4. S.D. Beach, Op cit., p. 532

5. Officials presented in this table are thos interviewed at Sectional level in the three zones I visited.

6. H. Koontz, Op cit.; p. 541

7. Ibid, p. 451

8. Eyre, C.E., Op cit., p. 96.

9. The officials referred to here are members of the ZMU plus the Zonal Programme Managers of each zone.

10. Koontz, Op cit., p. 451

11. In this regard members are guided by the projects rules and regulations often pointed out by the Head of the Administration Section who is also the Chairman of the committee.

12. Eyre, C.E., op cit., p. 95

13. Ibid, p. 98

14. For instance, in January, I was interviewing the Zonal Agronomist of the Eastern Zone when he was paid working visits by the Chief Agronomist from Head Office. Many such observation abound.

15. <u>How to increase productivity, a practical guide to improving the performance of your Company's human resources, Modern Business Reports,</u> Alexander Hamilton Institute, Inc. New York, 1977, pp. 21 - 22.

16. Ibid, pp. 21 - 23.

CHAPTER FIVE

CONCLUSION AND RECOMMENDATIONS

5.1 Conclusion

We understood the significant role co-ordination has played in the performance of the Sokoto Agricultural Development Project. Co-ordination has positive effects on the various parts or sub-units towards the attainment of the project's targets and objectives. Through co-ordination, the efforts of the sub-units are unified both vertically and horizontally to avoid or minimise intra-sectional and inter-sectional conflicts, duplication of efforts and poor communication which are capable of hampering the efforts of the project towards the attainment of the set goals.

The mechanisms adopted by the project to co-ordinate its activities include organization hierarchy, committee meetings, staff meetings, supervision visits, progress reports, rules and procedures, training programme,etc.

By the use of these mechanisms the sub-segments of each section in a zone are integrated; the efforts of each section are similarly integrated with those of other sections. Again through the same methods

the efforts of the various zones are co-ordinated with one another and with Sokoto Agricultural Development Project Headquarters.

Co-ordination activities have also linked the Sokoto Agricultural Development Project with the farmers in Sokoto State.

Various methods have been adopted to effect these linkages. They include such activities as extension services, radio programme, film show, traditional rulers, training sessions, agricultural shows, and grapevine.

The Sokoto Agricultural Development Programme was set up to achieve its objective through the farmers. It follows, therefore, that for the project to perform effectively, its operations must be co-ordinated with those of the farmers. In fact, without the means through which the project reaches the farmers and vice-verse, one can hardly see how the project can make use of the farmers to stimulate agricultural and rural development which is its overall objective.

5.2 Recommendation

On the basis of our findings in Chapter Four, we offer the following recommendations:

1. Our findings show that often there is conflict of authority between the Sokoto Agricultural Development Project Zonal Programme Managers and Farmers Supply Company's Commercial Managers. We recommend that the commercial managers be directed to adhere strictly to the principle of unity of command to ease the tension arising from such conflict of authority.

2. We also found that the supervision visits undertaken by the Sokoto Agricultural Development Project officials are generally inadequate largely due to the lack of good access roads.
   We recommend that more access roads be constructed to link the various parts of the project. Directorate of Food, Roads and Rural Infrastructure (DFRRI) should be formally contacted with a view to assisting in this direction.

3. Our findings also indicated that the vast majority of the Sokoto Agricultural Development Project junior employees particularly those stationed in remote villages do not regularly receive the progress reports prepared by the

Evaluation Department. We recommend that superiors undertake more tours to promptly deliver such reports to their subordinates in the field.

4. We also found that the farm visits by the Sokoto Agricultural Development Project Officials to the villages to provide extension services are inadequate. And this is partly due to the gross disproportion in the ratio of extension workers to farmers. The ratio is 1:1300. More extension officers should be recruited so that a ratio of 1:50 or 1:100 farmers could be attained.

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APPENDIX 'A'

QUESTIONNAIRE ON CO-ORDINATION OF THE SOKOTO AGRICULTURAL DEVELOPMENT PROJECT FOR THE PROJECT OFFICIALS

1. Please what Departments, Sections or Sub-units make up your Project/Zone/Section and what are the functions of each one of them?

   ---

2. How does each method mentioned above practically operate and what are its strengths and weaknesses in linking the various parts of the Project?

   ---

3. How frequently are you visited and supervised in your station by your superiors?

   (a) Very frequently ☐

   (b) Frequently ☐

   (c) Infrequently ☐

   (d) Very infrequently ☐

4. How regular/useful are the meetings of the Zonal Management Unit (ZMU)?

   (a) Regular/Useful ☐

   (b) Regular but not useful ☐

   (c) Useful but irregular ☐

   (d) Irregular and Useless ☐

5. Give reasons for your choice in Question 4 above.

   ---

6. How useful/regular are the staff meetings held at sectional level?

   (a) Regular/Useful ▱

   (b) Regular but not usue-useful ▱

   (c) Useful but irregular ▱

   (d) Irregular and useless ▱

7. How frequently do you receive progress reports prepared by the SADP Evaluation Department/ Section?

   (a) Regularly ▱

   (b) Not regularly ▱

8. Give reasons for your answer in question 6 above.

   ---

9. If the answer to Q.7 above is negative, what would you attribute the situation to?

   ---

10. How regular/useful are the meetings of the Sokoto Agricultural Development Management Unit?

    (a) Regular/Useful ▱

    (b) Regular but not useful ▱

    (c) Useful but irregular ▱

    (d) Irregular and useless ▱

11. Give reasons for your choice in question 10 above.

    ---

12. What are the means adopted by the SADP to avoid conflicts, duplication of efforts, and enhance effective co-ordination among the various parts of the project.

---

13. Generally, what problems does the SADP encounter in its efforts to integrate or unify the activities of its various sub-units, both in the Headquarters and field? How do you go about tackling such problems?

---

14. What are the means or methods through which the Project gets into contact with the farmers in Sokoto State. And how effective is each of these methods?

---

15. What problems does the Project face in its efforts to reach the farmers? And how does it go about tackling such problems?

---

16. On the whole how effective and useful are the various mechanisms adopted by the SADP to co-ordinate it activities? Please explain.

Personal Particulars

17. Age: ---

18. Designation:---

19. Dept./Zone/Section:---

20. Level of Education:---

APPENDIX 'B'

QUESTIONNAIRE ON CO-ORDINATION OF THE SOKOTO AGRICULTURAL DEVELOPMENT PROJECT FOR THE FARMERS

A. Background Information:

1. Age:----------
2. Town/Village:----------
3. Name:----------
4. Occupation:----------
5. Nationality?----------
6. Education:----------

B. Co-ordination of the Farmers with the SADP

7. Are you aware of the existence of the SADP? Yes/No

8. If answer to Q.7 above is yes, through which means did you first hear of the SADP and its activities?

   (a) Extension services ▱

   (b) Annual General Meeting ▱

   (c) Film Show ▱

   (d) Radio ▱

   (e) Agricultural Show ▱

   (f) Traditional Rulers ▱

   (g) Grapevine ▱

   (h) Other ▱

9. Through which of the methods or means (a) - (h) above would you say you are most often linked with the project?

10. Would you say the farm visits paid by the SADP officials to your farm are adequate? Yes/No.

11. If the answer to Q. 10 above is no, what do you think is responsible?

---

12. If you have reason to contact the SADP by what means do you often do that?

---

13. Specifically what problem would you say arise in your relationship with the Project? Why?

---

14. Do you find the extension services provided by the SADP useful? Why?

---

15. On the whole, would you say the activities of the Sokoto Agricultural Development Project linking it with the farmers help in agricultural and rural development in Sokoto State? Why?

CONTENTS

		Page
1.	Salient Achievements	1
2.	Summary	2 - 3
3.	Staff Training and Development	4 - 5
4.	Finance Section	6 - 10
5.	Engineering Section	11 - 18
6.	Water Section	19 - 21
7.	Agronomy Division	22 - 28
8.	Land Use Planning Division	29 - 30
9.	Evaluation Division	31 - 36
10.	(a) Annex I and II	37
	(b) Annex III	38 - 41

Sokoto Agricultural Development Project

Salient Achievements

I. Rural Insfrastructure

A. Roads (kms)

Rural Feeder roads completed: 1984	391
To date	504

B. Buildings (Nos.)

Training centres (refurbished)	2
Workshops: completed	4
Under Construction	2
Farm service centres: Total	81
Completed during 1984	36
Office blocks: completed (Northern Zone)	3
(Central Zone)	3
(Western Zone)	3
Under construction:	
(N/Z)	2
(W/Z)	1
Staff Houses: completed & occupied	55
under construction	3

C. Water Works (Nos.)

Boreholes: programmed - Original	1,200
Revised	1,500
sited upto end 1984	1,200
drilled successfully	1,018
handpumps installed	851
Dams: constructed	8

II. Agricultural Development

A. Demonstration Plot (Nos.) laid out in 1984	1,295
Minikits constructed (Nos)	42
Target farmers (Nos)	2,460

B. Fertilizers Distributed (Tons): 1982	*83,000*
1983	*74,000*
1984	*61,780*

C. Seed Farms (Nos.)

Established up to 1983	3
establish during 1984	2
Land acquired (hect.): Northern Zone	50
Central Zone	200

D. Equipments etc.(Nairas)

Ox ploughs	171,710
Sprayer sets	3,147
Insecticides	54,161

E. Fadama Development

Farm acquired and developed in Western Zone,
Farmer's farm developed in Northern Zone at Huchi,
Year round cropping systems tried successfully,
Water pumps distributed to farmers,
Tubewells succesfully installed (Nos):

Total	33
Bailc method	10
Washbore method	23

1.1 During the quarter (October - December) four more international staff joined the Project. They include a pump maintenance engineer at headquarterss, two zonal land use planners—one each at Central and Western zones, and a zonal agronomist at Central zone.

1.2 Fifty-two field overseers appeared for the pretechnical course examination held at School of Agriculture, Zuru. The HND entrance examinations were passed by five officers. The Chief Training Officer attended a three day workshop at Ibadan. The training proposals for the senior staff have been drawn up for 1985. The farmers' trainings were organized by Central and Western zones.

1.3 In the fourth quarter of 1984 the Project received a further ₦2,520,000 from the Federal Government and ₦1,450,000 from the State Government. In addition ₦5,530,400 of IBRD loan was utilized.

The overdraft has again fully utilized in the quarter and was only substantially reduced on receipt of federal funds on virtually the last day of the quarter. Bank interest has again been in excess of ₦100,000 for the quarter.

The capital programme has been suffered through lack of funds. During the year 1984, the Naira funding from federal and state governments has been only 37% of that expected.

1.4 The three office blocks in the Western zone were completed and occupied and the construction of another initiated. In the Northern zone one workshop was completed and the construction of another started.

During the quarter as many as 31 contracts for the construction of various buildings of the total value of ₦3,117,778 were awarded.

1.5 As much as 114 kms of roads were completed during the quarter compared to 46, 75 and 99 kms constructed during the first three quarters of 1984 respectively. With this the total road length completed during 1984 comes to 361 kms (72% of the target of 500 kms).

1.6 The machinery utilization hours during the quarter and year 1984 are given below:

Type	Total Available	Quarter	Year
Dozer	41	8,676	35,332
Grader	30	6,692	22,227
Scrapper	17	3,797	16,328
Payloader	7	1,956	8,131
Roller	22	3,336	11,795

1.7 The original target of 1,200 boreholes has since been revised upwards and approved for 1,500: Another 218 boreholes were successfully completed during the quarter bringing the total to date to 1,018. Also 286 hand pumps were installed, with the total to date at 851.

The pump maintenance units at headquarters and in all the zones have become fully operational; the expatriate pump maintenance engineer joined in October. All the accepted boreholes, which were 512 by the end of 1984, are visited at least once in each fortnight and the necessary repairs attended to. The percentage of pumps that required repairing has declined from 9.1% during the second fortnight of October to 2.1% during the last fortnight of the year 1984.

1.8 In the Agronomy Division, 23 staff returned from School of Agriculture, seven having obtained HND and 16 OND. The important extension activities were complettion of rainfed target farmers and demonstration plots, animal drawn tool bar training, visits of farmers from Western and Central zones to the Northern zone to see the first tubewells operating there, and promoting the use of the recommended chemicals for food grains storage. Twenty-four research trials received from IAR, Samaru for the 1984 wet season were harvested and returned to researchers.

1.9 During the quarter another 22 tubewells were successfully installed, 6 by using the bailer system and another 16 by washbore system. This brings the total tubewells to 33 that were completed by the close of the year.

1.10 The total fertilizer sales during 1984 reached a figure of 61,780 tons. The sales of sprayers, insecticides and ploughs during the quarter were of the value of ₦729, ₦25,340 and ₦8,030 bringing the total yearly sales to ₦3,147, ₦54,161 and ₦171,710 respectively. The sales of insecticides during the quarter represented 47% of the total yearly sales, mostly for use on the dry season vegetable crops in fadamas.

1.11 The senior evaluation staff attended the APMEPU Midterm Review Workshop and the Annual Evaluation Meeting held at Kaduna from December 5 to 7 and December 10 to 14. Other evaluation work is running satisfactorily. A final brief crop production assessment report and those for some other adhock studies were brought out as also the three monthly agricultural situation bulletins.

CONTENTS

1.	Achievements and Performance	-	1
2.	Summary	-	3
3.	Staff Development and Training	-	6
4.	Finance	-	11
5.	Engineering	-	21
6.	Water	-	28
7.	Agronomy	-	30
8.	FASCO	-	35
9.	Land Use Planning	-	40
10.	Evaluation	-	42

SOKOTO AGRICULTURAL DEVELOPMENT PROJECT

ACHIEVEMENTS & PERFORMANCE

JAN - JUN 1985

	EZ	WZ	NZ	CZ	TOTA
.AGRICULTURAL DEVELOPMENT					
I.EXTENSION ACTIVITIES					
i.Demonstration Plots(no.)	360	363	300	281	130
ii.Minikits(no.)	30	50		28	10
iii.Target Farmers(no.)	2340	2520	2520	2295	967
iv.Contact Farmers(no.)	5800	6300	2990	6300	2744
v.Agricultural shows(no.)	1	1	1	1	
vi.Farmer's Days					
I.SEED FARM					
i.Area (ha)	750	100	50	140	104
ii.Production (tons)					
II.FADAMA DEVELOPMENT					
i.Demonstration Farm(no)		1	1	1	
ii.Tubewells (no)					
Bailor	1	27	8		3
Washbore	1	68	4	4	7
Total	2	95	12	4	11
iii.Pumps Distributed(no)					12(
V.FARMER'S AGRICULTURAL SUPPLY COMPANY (FASCO)					
i.Sale Points (no)					
(a)Farm Service Centres					
(b)Stores					
ii.Fertilizer Distribution (tons)					192
iii.Chemicals (Naira)					129
iv.Equipment					
(a)Ploughs (no.)					7
(naira)					1554
(b)Sprayers (Naira)					27
(c)Water Pumps (no)					5
(d)Seed (qtls)					