

**AREA DEVELOPMENT COUNCILS AS AGENTS OF RURAL
DEVELOPMENT: CASE STUDY OF SHIKA DEVELOPMENT
AREA – GIWA LOCAL GOVERNMENT OF KADUNA STATE**

BY

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DECLARATION

Yarima Fede Uwogwene Wayas do hereby declare that this thesis is written by me and not copied from any past work. I also declare that both published and unpublished articles directly used in this thesis are appropriately acknowledged.

Yarima Fede Uwogwene Wayas

Date

CERTIFICATION

This thesis entitled: *Area Development Councils as Agents of Rural Development: Case Study of Shika Development Area – Giwa Local Government of Kaduna State* by Yarima Fede Uwogwene Wayas meets the regulations governing the award of the degree of master of Public Administration, Ahmadu Bello University, Zaria. It is hereby approved for its contribution to knowledge and literary presentation.

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DEDICATION

This thesis is dedicated to my mother, Kande, late father Yarima, late grand father Ways, late sister Esther and my blessed two sons and two daughters as well as my wife, Mrs. Jibrailu their wonderful love, advise cannot be quantified.

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ABSTRACT

Rural development policies and programmes as expressive as they may be seen wrongly premised to the extent that they cannot achieve their desired objectives. This conception forms the bases for evaluating the performance of the development areas management committee created by the Kaduna State Government as agents of rural development.

The strategy for developing rural areas in the 1980s for example has largely been formed or established by the World Bank perception of what rural development is. This has resulted in designing policies on rural development essentially, along the line of agricultural development. However, these strategies have provided that rural development should not be viewed in the same World Bank perspective, but rather it should be determined by the particular problems that face the people to which the designed policies and programmes are meant for.

The objective of this research study include:

The evaluation of the contributions or performance of the Shika development area management committee as far as rural development is concern.

To identify the various institutions and environmental factors that affect the performance of the Shika development area management committee.

To suggest appropriate measures that will help to improve the performance of the development area management committee under study.

To achieve result the following hypotheses were tested:

i. Development area management committee has contributed significantly to rural development in Shika town and its surrounding villages of the Giwa Local Government.

ii. Participation by the rural dwellers ensures successful implementation.

The data collected by the researcher were mainly from both primary and secondary sources which help in the presentation and the analysis of the data. Based on this the researcher discovered that:

i. The Shika development area management committee could do better if well funded by the both the local government and the state government.

ii. There is too much control and supervision.

iii. There is too much political interference in the activities of the Shika Development Area.

iv. The people generally are in support of the activities of the Shika Development Area management committee.

v. The staff are very punctual and hardworking, but the level of motivation is bellow average.

From the study of the SDA it has been proved in conclusion, that rural areas that are within the SDA jurisdiction have witnessed some level of progress and development. This is consequent to provision of social amenities on quarterly based all over the area.

TABLE OF CONTENTS

Title Page	-	-	-	-	-	-	-	-	-	-	i
Declaration	-	-	-	-	-	-	-	-	-	-	ii
Certification	-	-	-	-	-	-	-	-	-	-	iii
Dedication	-	-	-	-	-	-	-	-	-	-	iv
Acknowledgement	-	-	-	-	-	-	-	-	-	-	v
Abstract	-	-	-	-	-	-	-	-	-	-	vi
Table of Contents	-	-	-	-	-	-	-	-	-	-	viii

CHAPTER ONE:

1.0	General Introduction	-	-	-	-	-	-	-	-	-	1
1.1	Background of the Study	-	-	-	-	-	-	-	-	-	1
1.2	Statement of Problem	-	-	-	-	-	-	-	-	-	3
1.3	Objective of the Study	-	-	-	-	-	-	-	-	-	4
1.4	Significance of the Study	-	-	-	-	-	-	-	-	-	4
1.5	Scope and Limitations-	-	-	-	-	-	-	-	-	-	6
1.6	Methodology of the Study	-	-	-	-	-	-	-	-	-	6
1.7	Hypotheses	-	-	-	-	-	-	-	-	-	8
1.8	Definition of Key Terms	-	-	-	-	-	-	-	-	-	8
1.9	The Plan of the Study	-	-	-	-	-	-	-	-	-	10
Endnotes	-	-	-	-	-	-	-	-	-	-	11

CHAPTER TWO:

2.0	Literature Review and Theoretical Framework	-	-	-	-	-	-	-	-	-	12
2.1	Rural Development	-	-	-	-	-	-	-	-	-	12

Endnotes	-	-	-	-	-	-	-	-	-	-	27
----------	---	---	---	---	---	---	---	---	---	---	----

CHATPER THREE:

3.0	Historical Background of Development Areas and the History of Shika										
	Development Area	-	-	-	-	-	-	-	-	-	28
3.1	Evolution of Development Area	-	-	-	-	-	-	-	-	-	28
3.2	Historical Background of Development Areas in Kaduna State	-	-								28
3.3	Objectives of Shika Development Area Management Committee	-	-								34
3.4	The Organogram Shika Development Area	-	-	-	-	-	-	-	-	-	36
3.5	Functions of Administration Section	-	-	-	-	-	-	-	-	-	39
3.6	Problems of Shika Development Area	-	-	-	-	-	-	-	-	-	47
Endnotes	-	-	-	-	-	-	-	-	-	-	50

CHAPTER FOUR:

4.0	Data Presentation and Analyses	-	-	-	-	-	-	-	-	-	51
Endnotes	-	-	-	-	-	-	-	-	-	-	73

CHAPTER FIVE:

5.0	Summary, Conclusion and Recommendation-	-	-	-	-	-	-	-	-	-	74
5.1	Summary	-	-	-	-	-	-	-	-	-	74
5.2	Conclusion	-	-	-	-	-	-	-	-	-	76
5.3	Recommendations	-	-	-	-	-	-	-	-	-	78
Bibliography	-	-	-	-	-	-	-	-	-	-	83
Appendix	-	-	-	-	-	-	-	-	-	-	84

CHAPTER ONE

1.0 GENERAL INTRODUCTION

1.1 BACKGROUND OF THE STUDY

To achieve development in the society, the process starts by establishing Institution or agencies. Developing nations in Africa since their independence from colonial administration have been scrambling to achieve rapid socio-economic and political development. Nigeria the so called giant of Africa for example has witnessed some levels of improvement through the creation of more state (36), local governments generation of employment, improving the living condition of the people, providing infrastructural facilities such as pipe borne water, construction and rehabilitation of roads, hospitals, provision of effective communication network and other essential services.

In spite of this level of development, however, Nigeria is still being described today as a developing nation because it has not been able to catch up with the industrialized nations of the western world. At one time in the past our level of development was almost equal to that of India, China especially.

Today, these countries rate of social, political and economic development has surpassed that of Nigeria. States Governments in Nigeria are scrambling to see that they contribute their own quota towards national development. Kaduna state present government is a living example in its urban centers, but also to all the rural areas in the state. It is in the light of this objective mission that the government had decided to create development areas totaling 46 in response to the yearnings and aspirations of the rural populace.

Although these development area management committees were not only created to foster social, economic and political development at the rural levels of the society, but they

were created to ensure effective security of people, lives at the rural levels of the society, through the creation of these development areas state wide, the government has been made closer to the people.

Available records from the ministry of local government have indicated that development areas management committees have immensely contributed towards rapid socio-economic development in spite of the fact that they are recent creatures. Development area management committees that have attested the test of time are those of Shika, Yarkasuwa, Garu, Kumana, Dambo, Kagoro, Soba, Kargi, Lere, Kawo Kunjelloh, etc, just to mention a few.

Sound policies and development plans have also helped development area councils to execute capital development projects all over their respective areas of jurisdiction. Such capital projects are feeder roads, construction, primary school renovations, hospital and maternity renovations, granting of financial and material assistance to development associations. It in recognition of this tremendous impact made by social, economic spheres especially that this study is designed to evaluate.

Development Area Management Committees have a lot of contributions to offer towards the rapid development of rural areas in the state. The researcher so decided this topic ignoring other topics, because development area management committees are recent creations and full of challenges especially over the question of Development. It is, therefore, imperative for the researcher to explore this particular area of study which constitutes a sub-unit of the Giwa Local Government Area in order to make them perform better.

The concern of the researcher, is restricted to Shika Development Area Management Committee.

1.2 STATEMENT OF PROBLEM

The primary focus of a responsible government is to address the problems confronting its citizens. It is in the light of this notion that the Government of Kaduna state created development Area Management committees all over the state in spite of the fact that the initial demand of the people was that the government should create local government councils for them and not development areas management committee.

It is ironic to note that even the present local government councils in the state have not been able to adequately address the problems facing the rural dwellers in the state. It was consequent to this that the Kaduna state government decided to create development areas management committees, hence those areas or people that needed creation of local government did not have the requirements as par the 1976 local government reforms guidelines.

Development areas have been identified as a strategy and effective machinery that will help not only to stimulate, but to also sustain the socio-economic development of the rural levels of the society.

The study recognizes that even though many agricultural and rural development projects have been conceived since the creation of development areas in the state very little have been achieved in the area of rural development and transformation. This study, furthermore, examines the causes of the neglect of rural areas as well as problems of the rural populace in Shika development area management committee.

Development areas were created all over the state as far back as 2002 year. The question now to ask is to what extent has the Shika Development area management committee contributed significantly and adequately to rural development in its jurisdiction.

It is in recognition of the importance of development area management committee in terms of rural development in Shika that this study seeks to evaluate over the past 3 years.

However, attempt have been made to in this research to answer these question:

- i. To what extent does implementation strategies account for the success or failure of programmes/projects/
- ii. Does the extent of participation by beneficiaries of a project determines its success or failures?

1.3 **OBJECTIVE OF THE STUDY**

The objectives of this study are:

- To evaluate the contributions of the Shika Development area management committee to rural development.
- To identify the various institutions and environmental factors that affects the performance of the Shika Development Area Management committee.
- To sgguest measures for improving the performance of the development area management committee of (SDAMC).

1.4 **SIGNIFICANCE OF STUDY**

Development area management committees were established to provide essential service, to rural areas.

The functions of the development area management committee cover essentially three sectors i.e. the social, development sector, environmental development sector as well

as the economic development sector as contained in the operational guidelines for development area management committee.

The need to establish development area management committee was to improve the quality of living of the lots of our rural people. This is through the provision of social amenities such as good drinking water, electricity, post office, police station, good roads, loan facilities and other infrastructure facilities necessary for human existence in the rural areas.

Kaduna state is trapped in a crises of deteriorating economic conditions measured in terms of wide spread of unemployment, abject poverty, low income especially on the part of the state civil servants. The establishment of development areas in the first place is to help as a catalyst in achieving rural development.

The study will reveal the extent to which the Shika development area management committee has contributed to the process of rural development in Shika and other villages under its control.

To community leaders, the study will stimulate and reawake them to enable them contribute their own quota towards rural development in their own respective areas.

To the youths and development association, the study will give them more sense of unity and cultivation of good attitudes towards mobilizing human and material resources in form of community development effort to achieve rural development.

To the academic world, the study will create another forum for researchers to conduct extensive researches into the dynamism of development area management committees in the rural development process of the state.

1.6 SCOPE AND LIMITATIONS

This study, focuses attention on only one development area management committee which is the Shika Development area management committee created to play a vital role in rural development process.

A study on a definite issue like the contributions of the Shika development area management committee covers a period of 3 years (2003 – 2005). In theoretical framework, the study also covers development area organization's institutional characteristics such as survival, stability, etc.

Area development management committees is a small unit and an extension of the local government with semi local government arrangement it focuses on rural areas for the purpose of achieving meaningful development. the emphasis in this circumstance will be on time period between 2003 – 2005 as noted earlier. It is, therefore, hoped that his will give the researcher enough data for measuring the over all activities of the development area management committee under study.

1.7 METHODOLOGY OF THE STUDY

In our methodology of study the following questions are likely to be asked such as can the development area management committee make their own rules and procedures, can it acquire resources without being subjected to detail questioning? Can the development area under study rely on the knowledge intricac value of the total institution in defending itself against the encroachment on some of its elements by the parent local government/ministry. Whether it has the capacity to control its environment.

To be able to find or respond to these questions, two sources of data were used for the study. They are as follows:

2. Primary and
3. Secondary

Primary source. 20 copies of questionnaires were distributed to community leaders who constitute the population and sample size of this study. All the questionnaires issued were duly filled and returned.

Secondary source in this case, 6 heads of departments of the parent local government (Giwa Local Government) were interviewed, 6 units heads of the same mother local government were also interviewed. At the Shika Development area office 3 sectional heads were interviewed. 27 questionnaires out of the 28 were distributed to both seniors and junior staff of the development area and were returned duly filled and certified correct all for the purpose of generating secondary data to be able to test the hypotheses of the study. It is also to be noted, here, that books, journals, theses and materials from SDA and the minority body i.e. the Ministry of Local Government were used for this study.

There are various investigative technique amongst which a researcher must choose from according to Tyrus Hillway (1980:69):

In any given investigation it may be necessary (in fact it is frequently desirable to use too or more of these general types of research in combination there is no reason for instance why one should not seek the solution of a problem by studying its history through an examination of documents and determining its present status by some government of survey

Reference must be made to previous literature in the field. Also a history of the issue would acquaint the researcher with a clear perspective of the present circumstance.

1.8 HYPOTHESIS

Kerlinger (1984:69) defines hypothesis as:

A conjunctional statement of the relation between two or more variables. Hypotheses are always in a declarative sentence form and they relate either generally or specifically variables to variables.

As far as this study is concerned two hypotheses are to be tested as follows:

- i. Development area management committee has contributed significantly to rural development in Shika town and its surrounding villages of the Giwa local government.
- ii. Participation by the rural dwellers ensures successful implementation.

1.9 DEFINITION OF KEY TERMS

Development: The concept of development has many authoritative definitions for example Rodney defined it as:

a many – sided process. At the level of the individual it implies increase skills and capacity, greater freedom, civility for self-discipline, responsibility and material- well being (Rodney, 1969).

One thing which could be derived from the foregoing definition is that development goes beyond economic indicators.

Todaro was also of this view as he defined development as:

a multi-dimensional process involving the re-organisation and reorientation of the entire economic and social system this involves, in addition to improvement of income and output, radical changes in institutional, social, and administrative structures as well as in popular attitudes, customs and beliefs (Todaro, op cit.)

The main contention of Tadaor is that development is both a physical process and a state of mind. The transformation of institution is one aspect. The other aspect is that the thinking of the people must change.

Development Associations: This refers to such associations that are formed by people of a community for the purpose of working for the wellbeing and development of the community e.g. the Shika Development Association. This association is development centred.

Rural Development: So much arguments and controversy continues to exist regarding the concept or rural development. Dicformath defined rural development as a process of not only increasing the per capita income in the rural areas, but also their standard of living.

Adebayo on the other hand, sees rural development as the development of the rural people in such a continuous manner as to enable them meet the most effectively and efficiently utilized their intellect, technology and other resources.

For our own purpose, rural development can be regarded as conscious effort of both the government and members of the community to improved the well being of the people in the home urban cities.

Rural Area: This is the opposite of urban. It is a remote place where there is complete stagnation in terms of development. Social amenities such as pipe borne water, electricity, good roads, post office, are lacked in such areas. Income per head is low standard of living in this type of area is very poor.

Community: This is a group of people inhabiting the same geographical area with features such as common language, culture, race, traditional beliefs etc. The community people can easily identify and outsiders coming into the community.

The Public: This means people of the Shika development area such as traditional rulers, clergy men, youths, men, women and children residing in Shika development area.

Community Leaders: These are people who are well respected because of their contributions to the community and the position or traditional titles they hold. For example the district Heads, religious leaders, etc are part and parcel of community development

1.10 THE PLAN OF THE STUDY

This study, consists of five chapters. The first chapter being the introduction, the chapter consists of statement of problem, objective of the study, significance of the study, scope and limitations, methodology of study hypothesis as well as definitions of some key words.

The second chapter contains review of related literature regarding rural development and implementation. Also a conceptual framework is provided with a view to establishing a conceptual basis for the study and serve as a guide in the presentation and analysis of the data collected.

Chapter three largely provides an overview of the Shika Development area management consultant as an organization ranging from its historical background, its evolution, objectives function, of various sections/ departments, organogram, problems and prospects.

Chapter four deals with data presentation and analysis in line with the hypothesis formulated earlier.

Chapter five deals with summary of major findings, conclusion and recommendations.

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CHAPTER TWO

2.0 LITERATURE REVIEW AND THEORETICAL FRAMEWORK

2.1 RURAL DEVELOPMENT

In many industrial countries, the difference in the standard of living between urban and rural areas is fast disappearing, but in developing countries, the distinction between the two remains clearly marked with that of the rural dwellers generally much lower. This has important consequences for planners in these countries.

According to the United Nations (1972), a rural area is a one in which primary activities predominate and in which population densities are generally lower in this study, therefore, the rural sector should be understood as that part of the output of goods and of employment opportunities within the economy which depends directly on the exploitation of land concerned as a natural resource.

Rural development - this is more comprehensive than rural improvements which merely involves the provision of such rural amenities as electricity, water, health facilities, etc. in rural areas. Rural development is a process which involves improving the living standard of the mass of the low-income population residing in the rural areas and making the process of their development self-sustaining (Leve, 1975).

Rural planning - Development in the rural areas must be programmed, planned, to make them meaningful in consequence, rural planning does not end with the elusive goal of stopping once and for all the stream of migrants from rural to urban areas alone. It must be comprehensive and should be organized on regular and micro regional bases. It should be made to enlist the support and participation of the rural inhabitants themselves. It is an ongoing process.

Rural development involves the mobilization and development of the whole range of resources in rural areas within the broader context of national economic, social, cultural and political advancement to the ultimate end of improving human living standards.

Since agriculture is the basic occupation of the vast majority, of the rural population: the improvement of Agricultural productivity merits a higher prior in any sensible rural development programmes. The improvement of agriculture, however is simply a matter of grafting science and technology on to existing systems of land use.

Rural development is aimed at raising the general level of living conditions of the rural population through among other things, the provision of employment opportunities for all, more intensive cultivation can help somewhat to reduce rural underemployment, but it cannot solve all of it. Also, the pressure of growing population on limited available land is creating an ever greater need off-farm employment opportunities to absorb the excess rural labour force. These new jobs must be generated in the rural areas themselves, thus, inevitable, should as much as possible the available raw materials existing in the villages.

Rural development must be seen in the wider perspective of the overall development. It is not simply agricultural and economic growth in the narrow sense, but a balanced social and economic development with emphasis on the equitable distribution as well as creation of benefits among the goals are generation of employment, more access to arable land, more equitable distribution of income, wide spread improvement of health, nutrition and housing; greater broaden opportunities for all to realize their full potential through education. Lastly, there is need for a strong voice for all rural people in shaping the decisions and actions that affects their lives. If people shall not become mere objects of change, they must understand what is going on around them, and as much as possible participate in decision-taking.

Development push thus, depends upon the human agent, which itself needs to be developed through learning. Education and training process enable human potentials to be explored and brought to their development requirement and maturity. Learning and teaching are as old as man and will continue for as long as man survives. Not only have they been the means of his survival and ascendancy overall other creatures, but the fundamental curiosity of man and drive to creativity makes the learning process inseparable part of the satisfaction of human needs.

Rural development is concerned with the improvement of the living standard of the low income population living in rural areas .on self sustaining basis, through transforming the socio-spatial structure of their productive activity. Therefore, an essential rural development implies a fundamental reorganization of rural space and through mobilization of rural resources for development.

Reorganization of rural space again relates largely to reform. Since land is profoundly the basis for the ability of rural productive activity, the reorganization of rural space is thus vital to the process of rural transformation. Yet most of the integrated rural development programmes have fallen short of addressing socioeconomic needs or problems of the rural people.

To put rural transformation in its proper shape, understanding the. features of untransformed rural societies is necessary. Untransformed rural communities have two outstanding characteristics - Endemic and frustrating poverty with total dependence on primary production and virtual absence or weak development of strong economic organization with recurring socio-economic instability.

THEORIES OF RURAL DEVELOPMENT

1. Modernization Approach: Modernization is a total transformation of traditional society into the types of technology and associated social organizations that characterize the advanced economically prosperous and relatively politically stable nations of the western world. More (1963, pg. 89), one of the supporters of the modernization approach. Weil Smelser (1963) developed a model for modernization based on the structural differentiation of institutions.

For Smelser:

A developed economy and society is characterized as an highly differentiated structure and underdeveloped one as relatively lacking in differentiation, hence change centres on the process of differentiation itself. By differentiation, Smelser means the process by which more specialized and more autonomous social units are established, this he sees occurring in several different spheres; - in the economy, the family, the political system and religious institutions (Long 1977) pg. 9 - 10.

Smelser's model is concerned with the social transformation accompanying economic development, which takes place through.

- a. Modernization of technology
- b. Commercialization of agriculture
- c. The industrialization process
- d. Urbanization.

Source: Longe (1977), pp. 9 – 10.

The four (4) processes affect the social structure of traditional societies in similar ways.

1. Structural differentiation occurs as more specialized and autonomous social units are formed
2. A process of integration takes place whereby these differentiations are united on a new social basis.
3. The next stage is the spasmodic occurrence of social disturbances.

The second strand in this modernization schools is that of the Pasoman pattern variables analysis. Pattern variable analysis was developed by Talcott Parson and applies to the study of rural development by Hoselitz.

Hoselitz argues that developed countries are characterized by universalism, achievement orientation and functional specificity and underdeveloped countries *by* the opposite variables of particularism, ascription and functional diffuseness. Like Smelser, Hoselitz concept Jalize the change from a traditional to a modern society as entailing the eventual modification or elimination of traditional pattern variable. Ience, modernization involves the shift from functionally diffuse economic roles to functionally specific roles that operate irrespective of the category of persons with whom one interacts. The transformation conceived by Parson and Hoselitz as occurring by means differentiation process described by Smelser. Variables in the development of a nation can then be explained by reference to AZIZI who asserted, that the following conditions were necessary for rural development.

1. More equitable distribution of land and other rural resources in order to give greater opportunity to the poorest segment of the rural population to meet their basic needs.
2. Organization of rural producers and rural economic activities on cooperative or communal basis in order to ensure the full utilization of available resources.
3. Diversification of the rural economy to provide additional employment opportunities

and to improve the quality of life.

4. An active policy of social services and improvement of social relations.
5. Political administrative capacity (Azizi 1978, p. 114).

The Transformation Approach

This is aimed at 'transforming the rural area through the introduction of programmes. An example of this approach, is the Gizira Scheme in Sudan. The scheme, is based on large-scale irrigation from the Blue Nile, the mechanization of production, e.t.c.

Improvement Approach

This approach is aimed at progressive improvement of agriculture through various forms of assistance. It does not involve changes in the land ownership or a revelation transformation or agriculture. The World Bank's actively involve in this type of approach throughout the developing countries.

According to World Bank experts, this type of rural development strategy would provide the means to exploit the productive resources of 90% of Nigerian farming population.

Comprehensive Approach

This involves a detailed planning based on a careful definition of the needs and resources of target population, the setting of appropriate institutions for implementation of rural development projects.

Demonstration Approach

This is a technique through which people are educated in new methods of rural development. The intention is to get the rural people to adopt the technique. This is the

method often employed by agricultural extension and Liaison services

From all the approaches of rural development discussed so far, we shall consider community development approach as our theoretical framework. It is more relevant to this work.

Community development is a designed to promote better living conditions of a community with the active participation and if possible on the initiative of the community, but if this initiative is not forthcoming, it should be aroused and be stimulated by special techniques designed to secure the active enthusiastic response of the community. Community development approach is described in this study because it focuses its attention to

a. Provision of essential amenities to Shika development area such as educational facilities, feeder roads, culverts, bridges, construction, etc.

As we have mentioned earlier, community development is a combined effort of the people and the government. Community development is based on three principles such as self-help, attention to people's needs and attention to the development of the community as a whole.

Holhouse (1972) argues that the full print of social progress is only meaningful reaped by a society in which the generality of men, and women are not passive recipients, but practical contributors. It is probably as a result of this realization that people sometimes encouraged by government now organize themselves into groups and engage in self-help undertaking as way of making practical contributions to the welfare of the society in which they live. In the rural areas, such self help undertaking sometimes go by the name "Community Development of rural cooperatives".

The essential features of community development are:

- a. It involves close partnership relationship between the government and people.
- b. It advocates integral approach in dealing with the different problems of the community and
- c. It facilitates the flow of information among those concerned with the development of the community at different levels.

One of the principal aims of this approach is to overcome the many hazards of poverty which plagues the rural environment. Indeed, some argue that the approach hinges on real struggle for survival. It is now generally accepted that one of the major resources of a community is the determination of its people to develop and that if this is present in a high degree, other resources are more likely to be found to carry out wider range of undertaking.

Community development approach, has its central objective services by encouraging and stimulating local communities to mobilize their potentials and talents in achieving desirable projects that could benefit the community economically, socially and culturally. Under the umbrella of community development, a lot of effort has been concentrated on how the construction of community centres, social clubs, youth centres, roads and bridges construction, schools and maternity/dispensary renovations all of which are done through voluntary communal labour with some principal assistance from the government (state government).

In some cases, rural development has been combined with agricultural demonstration services to increase food production for the growing urban and rural population.

Longe write:

The instruments for achieving rural development in developing countries is government expenditure policy. Expenditure policy has become very important in fostering development because of the government role in providing infrastructural facilities, incentives for rapid industrialization, basic social and community service in health, education, water supply etc. Source: Longe (1988:6).

Rural development is achieved through community development activities which involves the participation of the people and effort of both the people and the government are united towards achieving socio-economic and political development at the rural levels of the society. The government evolves measures such as policy formulation planning, execution etc.

Planning: At the Shika Development level for example, the plans to execute capital development projects is being undertaken by the finance section in conjunction with other sections such as environmental and the social development section respectively. Planning in this context, Can be seen according to Neru of India as the exercise of intelligence to deal with facts and situations as they are and finding a way to solve problems. Shika Development Area undertakes quarterly plan to enable it execute capital projects in both Shika town and its surroundings.

Without the budgeting provisions attached to the formulated plans, the plans will not be successful. In a more ideal situation, the policy makers after formulating the policies must ensure also that the policies are given financial backing otherwise it will look like a mere document, a theory which remains meaningless until it is put into practice by being implemented. A provision in the budget of the year in question must be made for community development associations for the purpose of assisting them in their effort to improve the welfare of the lots of the rural people. This is exactly what the Shika Development area does

every year since its inception three years ago.

Implementation is indeed a primary responsibility in public administration, The administrators who constitute the executive section or part of an organization are the people charged with the responsibility of executing government policies and programmes. Williams states that:

In its most general form, an inquiry about implementation seeks to determine whether an organization can bring together men and material in a cohesive organization unit and motivate them in such a way as to carry out the organizational stated objective.

Source: Kabiru salisu Adamu, Implementation of Rural Development Programmes in Katsina state, 1985 – 1995, p. 11.

Central to Williams' conception of an effective implementation strategy is the idea that there should exist cohesive organization units that are deliberately designed towards realizing the set objectives. The organization consideration by Withana tends to collaborate, the work upholds Esman on rural development which he postulates that:

When the organizational and administrative aspects of a project are considered, not only are we concerned that eventual organization and administrative problems will be overcome, but we must also make realistic assessment of how fast they will be overcome since the contribution of an estimate to creating new wealth is sensitive.

Source: Kabiru salisu Adamu, Implementation of Rural Development Programmes in Katsina state, 1985 – 1995, pp. 11 – 12.

It can brightly be argued that for implementation of a rural development programme lies a success, a list of complementary set of organizational and institutional together with efficiency designed administrative procedures are necessary as international labour argued that the most serious obstacle to rural development in developing countries are the prime

constraint of structural economic, technological and organizational inadequacies. Of these, organizational inadequacies has played a more critical role in retarding the pace of development. Correctly designed organizational and administrative procedures are therefore prerequisites for an effective implementation strategy and effective implementation is a key factor which is capable of bringing about speedy socioeconomic and rural transformation.

Plans do not accomplish themselves, they must be carried out and the process of implementation extends over a period of time. So it is more difficult and demanding than the formulation stage, and of experts may be involved. The implementation must be carried out by people in the organization and the authority concerned. Walinsky maintained that the experience of many developing countries in development planning proved that plan implementation is far more difficult, and important than the actual formulation, that there has been more planning in the developing countries today than development.

Umalele pointed out that most programmes failed because of lack of consideration of socio-economic and institutional environment in which the programmes were to be implemented. According to her, most of the programmes were rarely designed with a view to anticipate the effects of socio-political factors in response to intervention.

Nkom believed that the problem of lack of implementation of rural development programmes is largely due to the inadequacy in the content and direction of government policy in Nigeria, and the fact that contents of public policy even in Shika Development area are not necessarily determined by the collective will of all majority of the rural people. The reason for failure of government development programme to improve the living standard of the masses especially in the rural area has been attributed to lack of executive capacity to implement an otherwise sound and egalitarian development policy. Poor understanding of

the class structure of the society and class position of those involved in policy making also contribute to the failure of government programmes to achieve what are set to be achieved.

According to Ladipo, until the last 70 years, emphasis in the literature on policy studies have mainly been concerned with the formulation stage while other stages such as implementation/execution and evaluation/appraisal were not given any significant attention. He argued that the implementation though it is a vital stage that deserves systematic study and analysis in its own right.

To Ladipo, the process of making a policy or programme involves three stages.

1. Formulation
2. Implementation/Execution
3. Evaluation/appraisal! Assessment

It is at the implementation stage that some interest groups and individuals became aware of the existence of a new policy and they normally try to push for either modification or total abandonment. It is not only settled policies that the implementation process deals with rather the following subject should also be given adequate attention.

- a. It is essential that the policy to be implemented is clearly precise.
- b. That an effective implementation organization is established.
- c. That the target group to be affected by the new policy is identified.
- d. That the peculiar nature of the government within which the entire implementation process takes place to closely studied

A review of literature on rural development projects through implementation cannot be completed without examining concepts that relates to execution such as compliance, communication, participation, delegation control and coordination. .

For effective plan implementation process. Willien Sky defined control as the problem of getting work done and securing compliance with organizational rules. To control is to make sure that all operations at all times are carried out in accordance with the plan adopted with the orders given and the principles laid down. The essence of control is to keep operatives of a programme as target as control is the method of evaluating cost and progress on a time schedule in terms of the programme objectives.

Another concept relevant to the implementation process is delegation of authority is that an authority to act and decide is handed over to a point where information can easily be obtained. Delegation of authority serve as an instrument of developing the organizational structure and personnel in order to achieve effective implementation.

Communication is also considered relevant in the implementation process towards achieving rural development it is considered as the life stream of any programme decision making which is an essential ingredient of formal organization is better complete until the person to whom it is directed receives it and interprets it as intended. Effective implementation of programme objective, therefore requires that a programme standard and objective be understood by those individual responsible for their achievement. They should be stated with clarity so that those to implement know what is expected of them. Therefore, the prospects of effective implementation will be enhanced by the clarity with which standards and objectives stated and by the accuracy and consistency with which they are communicated.

It has been argued by many scholars that rural development in this country is largely due to the neglect of the rural areas and where programmes are designed for the development of the rural areas they are mainly meant to produce more food for the urban

sector and for export. For example, Olatunbosun stated that:

Studies have shown that the benefit of government expenditure on education, health, water supply, industries and roads in Nigeria are concentrated almost exclusively in urban areas.

Source: *Andrew Suku Bobai, The Impact of Kagoro Festival on Rural Development, p. 10.*

Finally, in spite of several efforts and desires of communities to achieve rural development, only little or no support is coming from the government. The level to which local communities are mobilized by the government towards rural development and welfare activities is very low. The neglect of rural development concepts by the government does not help matters happen. That is why planning, budgeting and execution of rural development programmes encounter problems coupled with the non-challant attitudes of the government and its officials over rural; development.

Although the creation of Development Area Councils by the Kaduna State Government has over the past 3 years succeeded in making impact in most of the rural communities in Shika Development Area and its surrounding areas. The state I government commits resources towards rural transformation.

Based on the review of literature and theoretical framework in relation to this study, the problems of rural development can thus be seen as follows.

- a. Capital (funds) Limitation
- b. Poor policy conceptualization and implementation
- c. Sabotage and general corruption
- d. Duplication and multiplication of functions
- e. Another challenge to rural transformation is the conflicting roles of the various

agents.

- f. Policies of citation of project location retards transformation by permitting waste or execution of unviable and unfeasible project for narrow paraxial interests.
- g. Lack continuity of policy objective and programmes.

The literature and theoretical framework review have succeeded to some extent **in** giving us some deep insight of rural development ranging from policy formulation, planning, budgeting, (financial provision) and participation by the people concern.

ENDNOTES

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CHAPTER THREE

3.0 HISTORICAL BACKGROUND OF DEVELOPMENT AREAS AND THE HISTORY OF SHIKA DEVELOPMENT AREA

3.1 EVOLUTION OF DEVELOPMENT AREAS

The establishment of development areas and their management committees is not new to Local Government Administration in Nigeria. This was part and parcel of the 1976 Local Government reform by the Obasanjo/Yar'adua's administration. As it is today, the intention that time was to bring Government and its effects closer to the people means creating an enabling environment for people to participate in policy preparation and implementation of development programmes and projects live and work.

Over the years, development areas, which were created by the military as part of Local Government structure gradually, disappeared due to series of reorganization and administrative changes at the Local Government Level. Today, we are back to where we began in 1976 that is, we are making effort to operationlized the slogan "bring Government closer to the people through the creation of development areas and establishment of development area management committees. Kaduna State government is one of the state government in Nigeria to review the structure.

3.2 HISTORICAL BACKGROUND OF DEVELOPMENT AREAS IN KADUNA STATE

Development areas are recent innovation in local government administration. The prospect of development areas created by the Makarfi administration is of limited power of

developing only the area covered by that administration activities like rural infrastructure, facilities, health and environmental sanitation.

Revival of the structure in Kaduna State on January 2004 by his Excellency the governor of Kaduna State inaugurated an eleven-man committee to establish development areas and their management committees in the existing 23 local government areas of the state.

The committee's term of reference were

- a. To propose the structure, functions and level of autonomy of development areas to be established.
- b. To define the relation that should exist between the development areas and the elected local government councils.
- c. To make recommendation on the size caliber of people to be appointed as members of the development area management committees.
- d. To make recommendation on the arrangement that are to be put in place with respect to funding.
- e. To make other recommendation which in the opinion of the committee would ensure a smooth take off of the development areas and the management committees.

Source: Operational Guidelines for Development Area Management Committess, Kaduna State, 2004.

Consequently, the government created 46 development areas management committees all over the state, Kaduna State law No2 of 2004.

Shika Development Area Management Committee was part and parcel of the 46 Development Areas that were, 28 staff were developed to the area by the local government service commission. The staffs were mostly senior officers.

Schedule KADUNA STATE DEVELOPMENT AREAS

A	B	C	D
S/N	LG	LG H/QTS	DEV.REA
1.	Birnin Gwari	B/Gwari	1.D/Dawa 2.Kuyelloh 3.Randagi
2.	Chikun	Kujama	1.Buruku 2.Chikun 3.S/Tasha
3.	Giwa	OGiwa	1.Fatika
4.	Igabi	Turuku	1.Rigachikum 2.Rigasa 3.Z/Aya
5.	Ikara	Ikara	1.Paki
6.	Jaba	Kwoi	1.Nok
7.	Jema'a	Kafanchan	1.Godogodo 2.Gwong
8.	Kachia	Kachia	1.Bishiri 2.S/Sarki
9.	Kaduna South	Mallera	1.Badiko 2. T/Wada
10.	Kaduna North	Dokaa	1.Kawo
11.	Kajiru	Kajiru	1.Kufana
12.	Kagarko	Kagarko	1.Jere 2Katugal
13.	Kaura	Kaura	1.Kagoro
14.	Kauru	Kauru	1.Chawai 2.Kumana
15.	Kuban	Anchau	1.Kubau 2.Kargi
16.	Kudan	Hunkuyi	1 Kudan
17.	Lere	Saminaka	1.Garu 2.Kudaru 3. Lere
18.	Sabon Gari	S/Gari	1.asawa 2.Hauwa
19.	Makaarfi	Makarfi	1.Gubuchi
20.	Sanga	Gwantu	1.SangaSouth

21.	Soba	Maigana	1 Soba 2. Turawa 3. Yakaasai	1.Soba 2.Tirawa 3.Yakasai
22.	Zaria	Zaria City	1.Danbo 2.D/Abba 3.Z/West	1.Galma 2.Gwargwaji 3.K/Kujaubaw
23.	Z/Kataf	Zonkwa	1.Ikuli Kamantau 2.S/Kataf 3.U/Rimi 4.Z/Kataf	1.Kamaru 2.S/Kataf 3.Kamirim 4.Z/Kataf

Total No of Development Areas created in Kaduna State =46 only.

Source: *Implementation Guidelines for Development Areas Management Committee, Kaduna State, 2002.*

SHIKA

Shika is a district of itself under the Giwa local government area of Kaduna State. Is populated by people who are mostly farmers, politicians, artisans, business men and women.etc

CROPS GROWN IN SHIKA

Crops grown in shika include Maize, G/corn, Rice, Millet, Cassava, Sugarcane, Wheat, Arige Potatoes, Yam, and Cash crops such as Pepper, Tomatoes etc.

PRIMARY AND POST PRIMARY INSTUTIONS IN SHIKA

1. Yusuf Ahmed Model Memorial Primary School
2. LEA Primary School Tsibiri
3. “ “ “ Marabanguga
4. “ “ “ Karfe
5. “ “ “ Hayin Malan
6. “ “ “ Madobi
7. “ “ “ Danmahawyi
8. “ “ “ Tashan Guga
9. “ “ “ Mahuta
10. “ “ “ Biye
11. Arabic “ “ Shika
12. Community Primary School Kurku

SECONDARY SCHOOLS

1. Yusuf Aboki Memorial Secondary School Shika
2. Universal Basic Education Junior Secondary School M/Guga
3. Islamic Secondary School Shika {Private}

HIGHER INSTITUTIONS

- _ National Animal Production Research Institute Shika
- _ Veterinary Medical Institution Maraban Guga
- _ Zaria Academy
- _ National Teachers Institute Kaduna Distance LearningScheme, Shika Studies Centre

HEALTH INSTITUTIONS

- _ Ahmadu Bell University Teaching Hospital Shika (Government)
- _ Health Care Centers Shika and Maraban Guga
- _ Shika Maternity Shika (Private)

COMPANY (S)

- _ Matulela Soap Production Company (Private)
- _ Sunrise Achetry Shika “
- _ Shika Ranch “
- _ Agundipe Rearing farm shika “
- _ Guga processing company “

NURSERY SCHOOL (S)

1. Pilot Academy Nursery School Shika Private
2. Islamic Nursery School Shika “
3. Laduga Nursery and Primary School Shika “

CLUBS AND ASSOCIATIONS

1. Zumunta Youth Association Shika
2. Tsintsiya Youth Association Shika
3. Youth Consultative forum Shika
4. Shika Development Association Shika
5. Jarma Youth Consultative Association Shika
6. Shika Students Associations

COOPERATIVES SOCIETIES

(Nil)

Market(s)

1. Shika Market (operates every Tuesday of the week)

MAJOR FARM PRODUCE

Maize, G/corn, Millet, Groundnut, Aridge and local potatoes, sugar cane tomatoes, pepper rearing of animals and birds.

DISTRICTS WITHIN SHIKA DEVELOPMENT AREA

Following the creation of Shika as a development area, three districts fall under its jurisdiction as follows.

- _ The Shika District
- _ Danmahaawayi and
- _ Tsibiri District respectfully.

Each of these districts is under a District head who over see the affairs of the district administration. The fadawa's assist the district head in steering the affairs of the local

districts the Dogarawa serve the role of the police who ensure that peace prevails in the land. The district heads are seen as custodians of peace.

THE SHIKA TOWN

The Shika town is in the North-south of the Giwa local government, full of fertile lands for agricultural purposes. It has a number of villages.

THE ESTABLISHMENT OF THE SHIKA DEVELOPMENT AREA

Shika is one of the places that were created as development area by the government Makarfi's administration 2003 with a semi local government arrangement. Three (3) districts, such as Shika district, Danmahawayi district and Tsibiri district constitute the Shika Development Area respectively.

3.3 OBJECTIVES OF SHIKA DEVELOPMENT AREA MANAGEMENT

COMMITTEE

Consequent to the approval of the committee recommendation for the Creation of the Shika Development Area Management Committee report the following were the objectives a set out.

- a. Promotion of Socio-economic Development at the grassroots levels.
- b. Encouragement of Development activities and appropriate Service delivery.
- c. Mobilization of human and material Resources by involving members of the community in Development Process at its basic level.
- d. Encouragement of community Development initiatives and Leadership Culture at the basic level of the society.

The assessment criteria was based on the quarterly provision of drugs in clinics, feeder road construction, drainage construction, culvert renovations of primary schools in some are as such as Madobi, Goriba, Mafe etc within the Shika development Are as well as provision of other social amenities all over the Shika Development Area based on the meager resources provided by the state government quarterly

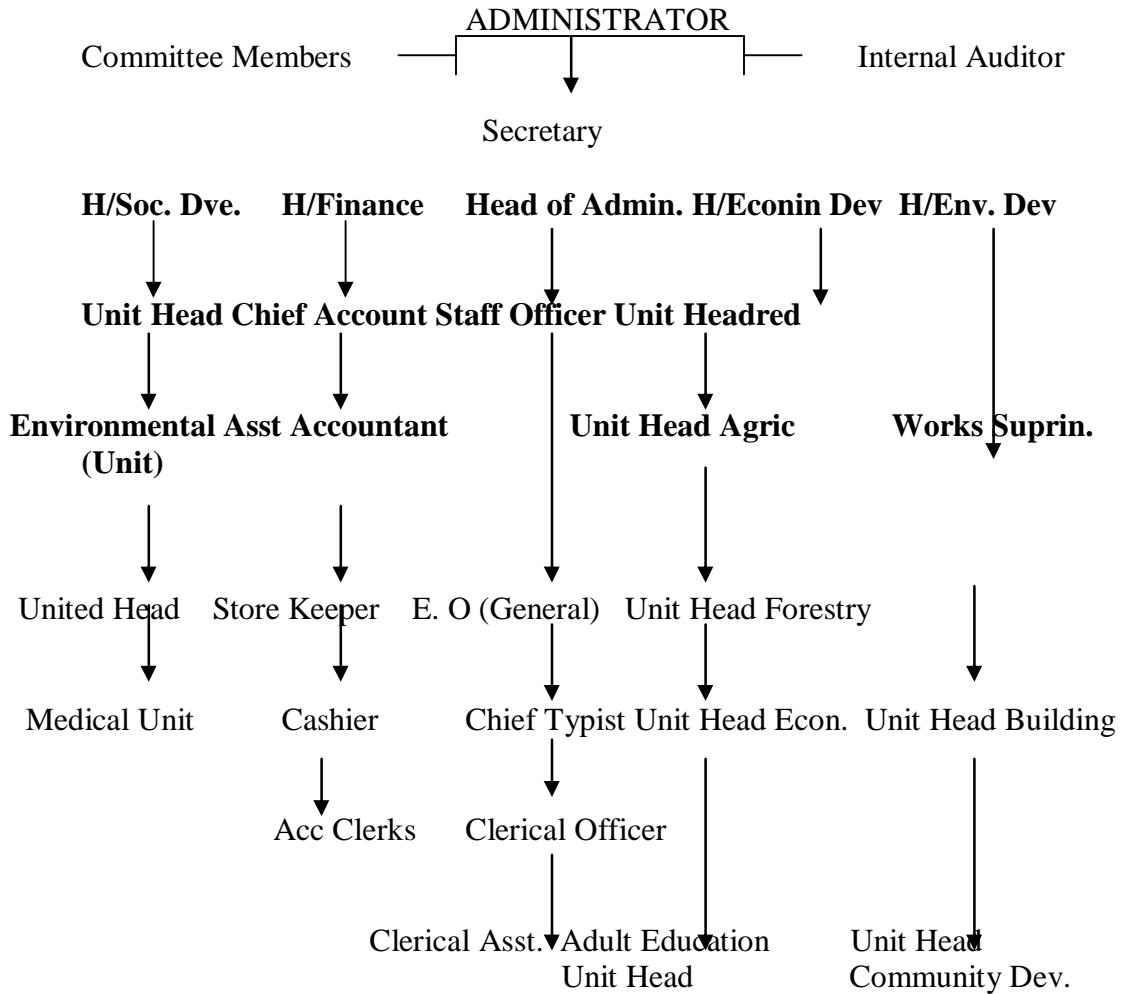
To achieve these objectives, the following recommendations were made and accepted.

1. That the Shika Development Area Management Committee should be subordination to the Giwa Local Government Area. This is to say that the Shika Development Area Management Committee shall derive its powers and authority from the mother local government (Giwa Local Government) in accordance with the Local Government Law of 2003.
2. That the Local Government Service Commission and the mother local Government shall delegate responsibilities, staff and financial resources to the Shika Development Area.
3. That the highest authority within the Shika Development Area shall be the Area Development Management Committee composed of.
 - a. Area Development Administration as chairman
 - b. Elected local Environment Councilors from the Development Area as ex-officio members
 - c. A District Head within the area also as ex-officio member.
 - d. Minimum of three (3) and Maximum of five (5) part-time members to be appointed by the Government on merit.

- e. The Secretary shall be the accounting officer.
- f. The management committee shall meet atleast only a month.
- g. The term of the management committee shall be three (3) years.

Source: *Implementation Guidelines for Development Areas Management Committee, Kaduna State, 2002.*

3.4 THE ORGANOGRAM OF SHIKA DEVELOPMENT AREA



Source: *Implementation Guidelines for Development Areas Management Committee, Kaduna State, 2002.*

The administrative structure of the Shika Development Area Management Committee is made up of the following:

- a. The administrator: the administrator who is also the Chairman of this organization and the overall boss. He is appointed by the Governor for a term of 3 years. The duties of the administrator includes.
 - i. Policy formulation
 - ii. He sign schedules for all payments
 - iii. He issues orders (directive) to his subordinate
 - iv. All Correspondences from the Development Area are issued by the administrator or on his behalf
 - v. Plans and budgets for the development AREA OF Shika in conjunction with his Management Committee members, sectional heads and other members that constitutes the Shika management committee.
 - vi. He is an ex-offices member of the Local Government Council.
 - vii. He is a member of the Local Environment Finance and general purpose committee (FGPC)
 - viii. He is a member of the Local Environment Security Committee.
 - ix. He renders periodic reports to the ministry for Local Environment on Progress of projects under construction.
 - x. He mobilizes development Area Management Committee members to work as a team to achieve effective representation and service delivery.
 - xi. He coordinates all the activities to the 3 sectors of the Shika Development Area to achieve the objective set out for SDA.

- xii. He countersigns all the annual performance evaluation reports forms irrespective of senior staff of the Development Area Management Committee SDA Management Committee member beside the administrator or the various districts or
- xiii. Villages of the Shika Development Area. They are six (6) in member including an ex-officio member that is the district Head of Danmahaji. They are appointed by the Governor for 3 years tenure.

The Functions of the Secretary of the Shika Development Area Management Committee.

Source: Implementation Guidelines for Development Areas Management Committee, Kaduna State, 2002.

The Secretary is a carrier officer appointed for a term of 3 years by the State Government. The Secretary occupies the position of authority in the structure of the Shika Development Area.

The Secretary performs the following functions:

- i supervises all activities of the staff of the Shika Development Area to ensure effective coordination.
- ii He is the accounting officer
- iii He is a signatory of all cheques and pvs.
- iv Drafting of official letters in reply to correspondences coming the ministry for Local Environment, Local Environment Service Commission or the Giwa Local Government Area respectively.

- V He is the Secretary of the Shika Development Area Management Committee and in this committee, he performs the role of documenting all minutes of the management committee meeting.
- vi. Producing and circulating all minutes of SDA in cm to every member management committee meeting to all member.
- Vii Conveying decisions to relevant Departments or organs of the Shika Development Area.
- Viii supervises all projects of the Development Area.
- ix. The Secretary is the Custodian of all records, he makes information available to researchers when necessary.
- x. He gives advise on the way forward for the Shika Development Area is move to a greater height.
- xi. The Secretary writes progress reports on projects under construction by the Shika Development Area management Committee and this reports is rendered by the administrator periodically to the ministry for local Government.

Source: Implementation Guidelines for Development Areas Management Committee, Kaduna State, 2002.

3.5 FUNCTIONS OF ADMINISTRATION SECTION

This is the hearth and backbone of the organization. For any organization to achieve its set objectives it must have a well-organized administrative system.

This particular section is under a Head of administration who was affected by the Development exercise affected by the Local Government Service Commission.

His position is non-political ie. It is a carrier position. This section or segment consist of the staff officer, executive officer (General) Chief typist as well as clerical officer and clerical assistant.

These officers assist the Head of Administration toward actuating his mission of policy decisions implementation.

The functions of the administration section, however, can be seen as follows:

- i. Implementation of policy-d section After the Shika Development Management Committee formulates a policy, the implementation of such polices formulated rest with this section.
- ii. Administration section coordinates all the activities of the various sections especially the finance, economic development, social development and environmental development section respectively.
- iii. It mobilizes all the staff (both junior and senior) of the Shika Development area to work as a team in effort to achieve the set goals.
- iv. Involves in planning and budgeting activities of the SDA.It also formulates personnel policies regarding train and motivation and welfare, of the staff.
- v. Processing of annual, casual, maternity and study leaves application forms inspect of staff of staff of the Development Area
- vi. Vii It handless administrative routine duties especially drafting of letters, tracing of files filing of correspondence etc. The filing system of the Shika Development Area is centralized under the custody of the administration section.

- vii. Assess and report staff annual performance for the purpose of their promotion.
- viii. The recruitment discipline and training of staff is being carried out by this section.
- ix. Staff compensation, processing of retirement benefits is done by this section.
- x. This section gives advice to the development Area Management Committee.
- xi. Performs any other duty that may be assigned by the Shika Development Area Management Committee from time to time.

Source: Implementation Guidelines for Development Areas Management Committee, Kaduna State, 2002.

FINANCE SECTION

This is another vital section or organ of the Shika Development Area it is headed by an officer designated as the Chief accountant on grade level 10. The position of this officer is non-political i.e. it is purely a carrier position just like that of the Head of Administration. This section is consisted of a chain of officers such as the assistant accountant, internal auditor, storekeeper, cashier, and account clerks. All these officers assist the Chief Accountant in running this section.

The functions of the section are as follows:

- i. Records and all remittances received
- ii. Record all monies collected and banks from the parent local government
- iii. Records all revenues and expenditures, which must be sent to the motha local government for inclusions in its (local government) annual account.
- iv. This section also keeps and provide for the purpose of audit and inspection at all times.

- v. Preparation of accounts and statements of income and expenditure daily and monthly abstracts and account.
- vi. Safekeeping of materials, stationers, software for the day to day running of the Shika Development Area.
- vii. Preparation of Development plans and annual budget.
- viii. Keeping relevant financial records books receipts vouchers and account and making payments.
- ix. Processing and storage of data, statistics and information in any form for use by administrations, professionals and policy-makers. And any other function assign.

The functions assigned to the Shika Development Area Management COMMITTEE BY Law are grouped under three sectors as follows. These sectors are part and parcel of the remaining sections of the Development Area Management Committee.

INCOME TABLE

1ST QUARTER 2004 TABLE ONE			1ST QUARTER 2005 TABLE FIVE		
January	February	March	January	February	March
-	-	₦3,000,000	-	-	₦3,992,625

2ND QUARTER 2004 TABLE TWO			2ND QUARTER 2005 TABLE SIX		
April	May	June	April	May	June
-	-	₦2,430,156	-	-	₦3,190,186

3RD QUARTER 2004 TABLE THREE			3RD QUARTER 2005 TABLE SEVEN		
July	August	September	July	August	September
-	-	₦3,072,615.5	-	-	₦2,660,000

4TH QUARTER 2004 TABLE FOUR			4TH QUARTER 2005 TABLE EIGHT		
October	November	December	October	November	December
-	-	₦997,697.8	-	-	₦2,660,000

Grand Total for the period understudy is ₦22,557,155

SOCIAL DEVELOPMENT SECTION

This is one of the most important segments of the SDA. It is under an officer designated as the Head of Social Development sector (Section). His deployment was done by the local government service commission. He is being assisted by a team of officers for the smooth running of the section. The officers are designated unit Head and we have only (2) unit in this such as environment unit and the medical unit respectively.

FUNCTIONS

- i Sanitary inspection
- ii Refuse and nigh soil disposal
- iii Public convenience construction
- iv Cemeteries and burial grounds construction
- v. Registration of birth, deaths and marriages
- vi. Dispensaries and Health Clinics Construction
- vii. Provision of reading rooms
- viii. Adult education and mass literacy; community development

ENVIRONMENTAL DEVELOPMENT SECTION

This is also under and officer deployed by the local government services commission designated as Head of Environmental Development Section. This position is a carrier one. The Head works with a chain of senior staff. The section has two units and each is under a unit head. The units are community development and the building unit others are the works superintendents.

FUNCTIONS

- i. Control of vermin
- ii. Control and keeping of Animal; Construction and Maintenance of culverts and drainages.

ECONOMIC DEVELOPMENT SECTION

This sector or section is also under an officer designated as the Head of Economic Development Sector. The position of this officer is non-political along with his subordinate staff. The economic development section is consisted of five (5) units and each unit is under the control of Senior officer designated as Head unit Head. They all assist the Head of the section in the smooth running of the section. The units are vet, Agric extension, Forestry, Home Economics and Adult Education Unit respectively.

FUNCTIONS

- i. Slaughter slabs,
- ii. Fuel plantation
- iii. Establishment of packing of packing place
- iv. Home economics etc.

STAFFING ARRANGEMENT

The new law stipulates that all staff Deployed to the Shika Development Area shall where applicable be drawn from the unified local Government Service Board and shall be paid remuneration, as it is applicable to local Government staff.

The report of the Committee on establishment of the Shika Development Area recommend further that.

- a. All staff deployment should be done by each Local Government in conjunction with the Local Government Service Board and the Ministry for Local Government.
- b. Staff should be deployed to their home area as far as possible
- c. Staff deployed to Shika Development Area management committee.
- d. Sectional Head shall be answer able to the Shika Development Area management committee administration
- e. Shika Development Area should not deploy new staff.

FUNDING

The Shika Development Area Management Committee has two major sources of funding

- 1 1 million monthly grant from the state Government to supplement the Development fund.
- 2 Balance of monies due to a local Government will be shared among the Areas on the basis of:
 - a Equality - 45%
 - b Population - 35%
 - c Land mass - 10%
 - d Social Dev. - 10%
- 3 Primary school enrolment 60% of the 10%
- 4 Health outlets 40% of the 15%

It should be noted that the balance of the money mentioned above can be arrived at after making deductions from the net allocation and local revenue due to the local government monthly.

Salaries

Recurrent expenditure; and

Capital cost

It should be noted further more that net amount mentioned above is arrived at after making statutory deduction at source which includes:

- 1 Contribution of the local government to primary education Board for the payment of primary school teacher's salaries.
- 2 Contribution of the local government to local government staff pension and gratuity to the retired staff of the local government primary school teachers and emirate/traditional councils employees.
- 3 Contribution to local government service board for training local government staff monies (to be shared among the development area management committee (SDA) is done by a technical committee comprising of
 - i. The Secretary to the Local Government as Chairman.
 - ii. All Development Area Management Committee Secretaries Shila and Fatika as members and
 - iii. The Local Government treasurer – member. Every development area management committee has an account with the Bank where all monies due is paid and from which shall expenditure is defrayed and subsidiary records of account are maintained. The secretary to the Shika Development Area Management Committee and the Chief Accountant are the signatories of the account. The administrator signs payment schedules.

Shika Development Area Management Committee Annual Budget. The budget of Shika Development Area is not independent of the Giwa Local Government Annual Budget in other words the Development Area Management Committee prepares its Budget proposal and forward it to the local government for consideration and inclusion in the local government annual budget.

Source: Implementation Guidelines for Development Areas Management Committee, Kaduna State, 2002.

3.6 PROBLEMS OF SHIKA DEVELOPMENT AREA

The Shika Development Area just like organization or agency of Government is constrained by lot of problems. The problems, however, could be seen as follows.

1. Financial problem: Beside the two major sources of funds available for Shika Development Area is no any other source(s) hence it does not generate funds to enable it under take the construction of some important projects in the Development Area.
2. The Development Areas are veritable bridges between the people and Development at the grass root level, yet the Shika Development Area lacks complete support of the people. This is coupled with the initial promise of the State Government that it was going to create local government for Shika people to be known as the Shika Local Government unfortunately, the State Government later on changed it decision and did created the Shika Development Area. This
3. Subsequently made people to feel disenchanted with the Government.

4. The Shika Development Area is not recognized by the constitution. It was created by the state Law with little powers, functions and that is why it is not a member of the Inter-Government Fiscal Relation Committee. This is a serious problem.
5. There is complete neglect of the office of the head of administration and the Chief Accountant. Although this point has its historical background and it is traceable to the foresight factor that late Manifested when the Committee on the creation of Development Area Management Committees had submitted its report to the Government. The Head of administration and the Chief Accountant were supposed to be reflected in the overhead cost issue and that is why they both find it difficult to run their offices. The expenses they incase cost of day in day out running of their office some from their individual pockets. Personnel policy required that all staff deserve consistency treatment.
6. In Shika Development Area, there is too much political interference. This manifest in the Area of contract awards where outside contractors are granted more priority than the resident contractors. Friends and family relations benefit most. Quality of work cannot be achieved and this constitutes serous problems to the Development Area of Shika.
7. Lack of Cooperation on the part of the Mother Local Government. The Giwa Local Government being the mother Local Government of the Shika Development Area is suppose to cooperate and always support the Shika Development Area with funds especially the one million naira, which must be contributed monthly this is not Forth coming. The mother local Government also in this circumstance is suppose to be motivating the staff of the Shika Government to see the Shika Development to the

Shika Development Area as Partners in progress, it looks at it as a rival which must be attacked and defeated completely.

8. Non provision of permanent Secretariat. Up to this moment Shika Development Area Management Committee have not acquired a Permanent Secretariat for its staff. It still operates its activities in the temporary secretariat of which the entire environment is not conducive enough for the workers. The state government has been very ignorant of this issue. That is why some staff see their posting to the Shika Development Area as life burial. Overtime and duty tour allowances are not paid even if claimed. However only staff of the parent local government enjoy such privileges to the detriment of the Shika Development Area Staff.
9. Another problem confronting the Shika Development Area is that it does not recruit/employ people and this makes it to loose the confidence and reputation of the public.

ENDNOTES

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- 2 Abubakar Y.A. (ED), *The Role of Local Government in social, political and Economic Development in Nigeria* (Zaria, Department of Local Government Studies, Ahmadu Bell University, Zaria, (1981).
- 3 Odenigwe G. A. (ed): *A New system of Local Government* (Enugu, Nwanife Publisheras, 1977)
- 4 Kaduna State of Nigeria: “*Local Government Administration* (Amendent Law, 2004.” Government Printer Kaduna, March 2004.
- 5 Kaduna State of Nigeria: “*Report of the Committee on Establishment of Development Area Management Committee in Kaduna State*” (Government Printer, Kaduna. February 2004).
- 6 Operational Guidelines for Development Area Management Committee, Ministry for Local Government Kaduna State, 2004.
- 7 Kaduna State of Kigeria, Gazette Published by Authority No. 4 Kaduna – 18th March 2004 Notice No 8 vol. 38.

CHAPTER FOUR

4.0 DATA PRESENTATION AND ANALYSES

This chapter in essence presents and analyses the Data so collected for the purpose of testing the Hypothesis that have been provided in the introductory chapter.

Methods of Analyses and interpreting the Data

The primary and secondary data were collected by going through policy statements and progress reports of the projects under review while the primary Data were collected through the administration of questionnaires on both the Rural people and those involved in the implementation of the policy decisions and oral interviews with some of those that participated in the execution of policies in the programmes/projects which involves both the senior and junior staff of the Shika Development Area as well as Heads of Department from the parent local government.

Questionnaires received from the respondents were first of all checked to ensure accuracy and the extent to which questions have been answered. In all 20 copies were distributed to the Rural/public of the Shika Development Area council and the same total were returned and certified correct. The distribution of the said number of questionnaires was based on village-by-village principles and every village head returned his in respect of his own people.

Regarding the staff of the Shika Development Area including the political appointees such as the Administrator, the secretary, management committee members (councilors) as well as the ex-officio members 28 questionnaires were distributed to them and the same

number was returned and certified correct. Out of these two categories of people altogether a total of 46 questionnaires have been returned.

Similarly, 6 questionnaires were distributed to 6 Heads of Department of the parent local government (Giwa local government) and non was returned. Out of t he 56 questionnaires that were distributed so far only 46 have been returned and certified correct.

In both the two sets of the questionnaires some of the questions were based on 3 points scale ABC with 'A' representing very high or frequent and 'C' representing low or rare. Other questions were based on 'Yes' or 'No' answerers while the rest of the questions were open ended, where respondents were asked to give their own opinions by commenting freely.

Test of Hypothesis

One of the objectives of this Research, is to examine the implementation of Rural Development programmes in the Shika Development Area between the period of 2003 - 2005. Study of the implementation process is vital as has been pinpointed in the literature Review, because of its pervasiveness in the whole planning process. The first hypothesis states that the Shika Development Area council has contributed significantly towards Rural Development in Shika and its surrounding villages, This hypothesis was declared in a positive perspective due to the availability of Data at hand for the Data presentation and Analysis this type of hypothesis is referred to as the alternate hypothesis, lastly, a relationship between the two variables in the hypothesis has been established proving or disproving the Hypothesis.

In this hypothesis there is the independent and the Dependent variable. Implementation is the depended variable while participation is the independent variable.

a. Aspect of centralization in Shika Development Area management committee

Centralization here refers to designing a programmes/projects in such a way that it is broken down into units over space due to the size or the complex nature of the programme (project) and each unit is given delegated authority and responsibility (s) to perform. Decentralization in this connection could be seen as the deliberate attempt by the policy makers to bring the programme/project nearer.

The Shika Development Area council is a sub-administrative unit or an extension of the Giwa local government council as already noted in our prevision chapters. It has an arrangement similar to that of a local government. Following its full establishment by the Kaduna state government in 2002 it took off proper in 2003. The purpose is to under take meaningful projects at the rural levels of the Development Area. Besides the policy makers it has the carrier staff who handle the implantation process. are the political appointees there is the carrier staff who handle the implementation process. The Shika Development Area is constituted by villages such as Madobi, Shika, Hayin - Malam, Tawatsu, Guga Tasha, Guga Maraba, Kurku Danmahawayi, e.t.c. However, it should be noted that only response from the Shika and Giwa local government Area were used in determining the extent to which the Shika Development Area management committee was centralized and its nearness to the rural or local people.

TABLE 4.1: Response of the Rural people on how they come to know about the activities of the organization (percentage).

How did you come to know about the activities of Shika Development Area 2003-2005?

RESPONSE	FREQUENCY	PERCENTAGE (%)
Through friends	7	35
Through one of SDA staff	3	15
Through other means (media)	10	50
TOTAL	20	100

Source: Researcher's Survey, 2006.

TABLE 4.2: How did you come to know the availability of infrastructure?

RESPONSE	FREQUENCY	PERCENTAGE (%)
Through friends	4	20
Through one of SDA Administrator/Locality	15	25
Through other means (media)	1	55
TOTAL	20	100

Source: Researcher's Survey, 2006.

TABLE 4.3: Have you ever been provided with social Amenities in your community?

RESPONSE	FREQUENCY	PERCENTAGE (%)
Yes	6	30
No	14	70
TOTAL	20	100

Source: Researcher's Survey, 2006.

TABLE 4.4: Have you ever been assisted in your community Development Support?

RESPONSE	FREQUENCY	PERCENTAGE (%)
Yes	6	30
No	14	70
TOTAL	20	100

Source: Researcher's Survey, 2006.

TABLE 4.5: Did you receive any credit in cash during the operation Shika Development Area?

RESPONSE	FREQUENCY	PERCENTAGE (%)
Yes	1	5
No	19	95
TOTAL	20	100

Source: Researcher's Survey, 2006.

TABLE 4.6: If your answer to question 5 above is No, why is it so?

RESPONSE	FREQUENCY	PERCENTAGE (%)
Credit not Available	14	70
Credit available, but limited to few people	6	30
Credit was available	Nil	-
But I did not want it	Nil	-
TOTAL	20	100

Source: Researcher's Survey, 2006.

TABLE 4.7: If your answer is Yes, commend on the efficiency in terms of water supply

RESPONSE	FREQUENCY	PERCENTAGE (%)
Very Efficient	2	5
Efficient	Nil	5
Not Efficient	18	90
TOTAL	20	100

Source: Researcher's Survey, 2006.

TABLE 4.8: Which of these 2 do you prefer?

RESPONSE	FREQUENCY	PERCENTAGE (%)
Local Government Area	17	33.3
Development Areas	1	55.5
A and B above	1	5.5
Non of the above	1	5.5
TOTAL	20	100

Source: Researcher's Survey, 2006.

TABLE 4.9: Do you think in your opinion that Shika Development Area deserves to be assigned more powers and functions?

RESPONSE	FREQUENCY	PERCENTAGE (%)
Yes	19	95
No	1	5
TOTAL	20	100

Source: Researcher's Survey, 2006.

TABLE 4.10: What do you think are the like problems facing Shika Development Area?

RESPONSE	FREQUENCY	PERCENTAGE (%)
Financial	11	55
Management	5	25
Politics	3	15
A and B above	-	-
Non of the above	1	5
TOTAL	20	100

Source: Researcher's Survey, 2006.

TABLE 4.11: In what way can you help Shika Development Area to prosper comment freely?

RESPONSE	FREQUENCY	PERCENTAGE (%)
By providing adequate funds	10	50
Reducing the rate of political interference	6	30
Adding more powers and functions	4	20
TOTAL	20	100

Source: Researcher's Survey, 2006.

TABLE 4.12: Do you consider the distribution projects by SDAMC adequate?

RESPONSE	FREQUENCY	PERCENTAGE (%)
Yes	7	35
No	13	65
TOTAL	20	100

Source: Researcher's Survey, 2006.

TABLE 4.13: Under which programmes did you have access to?

RESPONSE	FREQUENCY	PERCENTAGE (%)
Credit Facilities	3	15
Fertilizers and farm implements	3	15
No because there was non	14	70
TOTAL	20	100

Source: Researcher's Survey, 2006.

TABLE 4.14: What is your comment about the staff of Shika Development Area generally?

RESPONSE	FREQUENCY	PERCENTAGE (%)
Very Hardworking	10	50
Hardworking	4	20
Less Hardworking	6	30
TOTAL	20	100

Source: Researcher's Survey, 2006.

Table 4.1 shows the responses of the rural people on how they come to know about the activities of the Shika Development Area management committee 10 out of the total number of respondents indicated that the activities of SDA were known through the media representing 50%.

Table 4.2 shows the responses of the rural people on how as to how they come to know the availability of infrastructures provided by the SDA 11 people out of the total 20 have indicated in their various responses that it was through others means (media) representing 55%.

Table 4.3 shows responses of the rural people as to whether they have been provided with social amenities in their communities by the SDA. 14 people out of the 20 being the total number of respondents have indicated negative responses representing 70%.

Table 4.4 shows whether the rural people have ever been assisted in their community Development effort. The responses of the rural people shows that 14 out of the 20 being the total number of the respondents have indicated negative responses representing 70%.

Table 4.5 shows responses of the rural people on whether they have received any credit in cash during the operation of SDA. The responses of 19 people out of the 20 total number depicts negative response representing 95%. Similarly, this negative response was due to non availability of the credit as indicated in the further response of 14 out of 20 representing 70%.

On responses received from the respondents on as to the number of towns and village they known have been provided with facilities such as dispensaries, maternity, primary schools, clinics electricity etc. The response of the 20 out of 20 have indicated that 20 so many Areas, village have been provided with facilities by the SDA such villages are madobi, Shika, Danmahawanyi, GugaSabuwa, Panhauya etc. representing 100%. Comment as to the efficiency of water supply the responses of 18 out of 20 have indicated not efficient representing 90%.

Table 4.7 shows response of the Rural Development as is which of these two do the prefer for now ie local government or Development Area or both?. The response of 10 people out of the total 20 have indicated Development Area representing 55.5%.

Table 4.8 shows the response of the public on their opinion whether the SDA deserves to be assigned more powers and functions. The response of 19 people out of the 20 indicated that 19 have responded positively representing 95%. Similarly, on problems facing SDA 11 out of 20 have responded that financial is the major problem confronting the SDA representing 55%

Furthermore, response of 10 people out of the 20 have indicated in their response as to what way can they help in their response as to what way can they help SDA is prosper. The same 10 responded that it has to be by providing adequate funds representing 50%.

Responses also as to whether they distribution of projects by the SDA is adequate have indicated in Table 5.2 that 13 out of the 20 have responded negatively representing 60%. Responses as to which programme did they have access to have indicated 14 out of the 20 responded negatively representing 70%.

Response as to how did they access the security effort of SDA have indicated that 18 out of the 20 respondents have responded less effective representing 90%.

Response as to their comment about the staff of SDA generally have shown that 10 of 20 have indicated that the staff generally are very hardworking representing 50%.

The dependent variable in the hypothesis which is Rural Development has to do also with the participation of the people themselves. The public have indeed made positive contributions in actualizing the course of this Research. This is because it is through their responses that we can infer that SDA has indeed made a Headway inspite of some peculiar problems that have been identified. This is the extent to which the Rural people have participated in the implementation process as well as decision making which affect the political, social economic and cultural lives of the participants not just the pseudo-participation which is just a mere presence. For participation of the rural dwellers to be ensured, the programme or project should not be the paternalistic type.

QUESTIONNAIRES DISTRIBUTED TO STAFF OF SHIKA DEVELOPMENT AREA

TABLE 4.15: How would you Rate the degree which 123 STAFF authority is delegated to subordinates in?

RESPONSE	FREQUENCY	PERCENTAGE (%)
Very High	4	14.2
High	20	71.4
Low	4	14.2
TOTAL	28	100

Source: Researcher's Survey, 2006.

How would you rate the degree in which authority to perform task in Delegated is subordinates in Shika Development Area?

RESPONSE	FREQUENCY	PERCENTAGE (%)
Very High	4	14.2
High	20	71.4
Low	4	14.2
TOTAL	28	100

Source: Researcher's Survey, 2006.

Implementation of any given rural development programmes both technical and administrator requires participation of those that are to benefit from the programme at the formulation and execution stage. Please rate the degree of participation of the rural people.

RESPONSE	FREQUENCY	PERCENTAGE (%)
Very High	10	35.7
High	12	42.8
Low	6	21.4
TOTAL	28	100

Rate the degree of communication within the organization

RESPONSE	FREQUENCY	PERCENTAGE (%)
Very High	8	28.5
High	12	42.8
Low	8	28.5
TOTAL	28	100

Rate the degree of communication outside the Shika Development Area

RESPONSE	FREQUENCY	PERCENTAGE (%)
Very High	8	28.5
High	12	42.8
Low	8	28.5
TOTAL	28	100

Rate the frequency of your direct participation in major administration matters (e.g. policy making)

RESPONSE	FREQUENCY	PERCENTAGE (%)
Very High	12	42.8
High	8	28.5
Low	8	28.5
TOTAL	28	100

Area your suggestions often bought in the running of Shika Development Area.

RESPONSE	FREQUENCY	PERCENTAGE (%)
Yes	20	71.4
No	8	28.5
TOTAL	28	100

How would you rate the degree of cooperation amongst employees when it comes to getting things done?

RESPONSE	FREQUENCY	PERCENTAGE (%)
Very High	15	54
High	6	24.4
Low	7	25
TOTAL	28	100

Could rural development be brought about by developing just the Agriculture sector?

RESPONSE	FREQUENCY	PERCENTAGE (%)
Yes	15	54
No	13	46
TOTAL	28	100

The functions of development area are categorized into 3 sections. Does each sector enjoy enough authority to act within its area of foundation.

RESPONSE	FREQUENCY	PERCENTAGE (%)
Yes	15	54
No	13	46
TOTAL	28	100

If your answer is yes Rank the degree of delegation

RESPONSE	FREQUENCY	PERCENTAGE (%)
Very High	5	18
High	20	71
Low	3	11
TOTAL	28	100

Explain the role of development associations in pursuing the rural people demands without endangering the goals of Shika Development Area

OK	28	100
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Have you any suggestion that can improve the Shika Development Area (SDA) in its function?

RESPONSE	FREQUENCY	PERCENTAGE (%)
Yes	28	100
No	-	-
TOTAL	28	100

If your answer is given the suggestion below?

RESPONSE	FREQUENCY	PERCENTAGE (%)
Very High	5	18
High	8	28
Low	15	54
TOTAL	28	100

Does Shika Development Area undertakes any social and welfare ventures? Please state them?

RESPONSE	FREQUENCY	PERCENTAGE (%)
Yes	-	-
No	28	100
TOTAL	28	100

Are there any contradiction between the objectives of Shika Development Area and their implementation? Please state them

RESPONSE	FREQUENCY	PERCENTAGE (%)
Yes	-	-
No	28	100
TOTAL	28	100

What manner of problem does Shika Development Area encounter with the Public?

RESPONSE	FREQUENCY	PERCENTAGE (%)
No Problem	28	100
TOTAL	28	100

Did you think Shika Development Area has made any positive impact on the Development of rural areas in the Giwa local government? Please just comment

RESPONSE	FREQUENCY	PERCENTAGE (%)
Yes	15	54
No	13	46
TOTAL	28	100

Are Traditional Rulers supposed to be involved in the activities of Shika Development Area?

RESPONSE	FREQUENCY	PERCENTAGE (%)
Yes	20	71.4
No	5	17.8
No comment	3	10.8
TOTAL	28	100

How can you assess the role of the Shika Development Area in comparison to the role of the Giwa local government?

RESPONSE	FREQUENCY	PERCENTAGE (%)
Commenced okay	20	71.5
No comment	8	28.5
TOTAL	28	100

Response as to how they would rate the degree which authority is delegated to subordinates in SDA have shown that 20 out of 28 initial total have responded that it is high representing 71.5. Similarly, 18 respondent out of which authority to perform Task in SDA is delegated is high representing 64.2.

Implementation of any given Rural Development project both Technical and Administrative requires participation of those that are to benefit from the programme at the formation and execution stage. Pleaser rate the degree of participation of the Rural people. On this, 12 employees have responded that participation of the Rural people is high representing 42.8%.

Response on the Degree of communication within the organization by 12 staff out of the 28 have indicated that it is high representing 42.8%. On response to communication outside the organization (SDA) 12 out of the 28 have indicated in their responses that it is high representing 42.8. On responses as to communication outside the organization (SDA) 12 out of the 28 representing 42.8.

On the rate of frequency of their direct participation in the major administrative matters eg (policy making implementation) 12 respondents out of the 28 have indicated in their Reponses that it is very high representing 42.8%. Further to this, is the question as to whether their suggestions are often sought in the Running of SDA 20 respondents out of the 28 have indicated 'yes' representing 71.4.

Response also as to how can they rate the degree of cooperation amongst employees when it comes to getting things done 15 respondents out of the 28 have indicated in their responses that it is very high representing 54%.

Could Rural Development be brought about by Developing the Agricultural sector ?. On this, 15 out of 28 have indicated in their response that it is 'yes' representing 54%. The functions of Development Area of Shika are categorized into 3 sectors. Does each sector enjoy enough authority to act within its Area of jurisdiction?. On this, 15 out of 28 respondents have indicated 'yes' in their response representing 54%. The degree of delegation is Average based on the responses of 20 out of 28 representing 71%.

On the Role of the Development associations in pursuing their demands without endangering the goals of SDA 28 out of the same total have indicated that it is okay representing 100%.

On whether the employees or staff have any suggestions that can improve the SDA in its functions 28 out of the same number (28) have indicated that it is okay and this represents 100%.

Response as to which other activities apart from the many objectives has indicated in their Responses that drainages, Hospital and clinics Renovations have been done Roads rehabilitation etc 28 out of the same number responded so representing 100%.

Responses as to the extent of SDA' financial commitment to those other activities have indicated that 15 out the 28 have shown in their response that it is low representing 54%.

Does SDA undertakes any social and welfare ventures please state then, on this, 28 out of the same number have indicated in their response that it is 'No' representing 100%.

Further to this is the response of 15 out of 28 on whether or not SDA has made any positive impact on the Development Area (SDA) as well as the Giwa local government. The response of the 15 have indicated 'yes' representing 54%.

On the question as to whether or not the Traditional rulers are supposed to be involved in the activities of SDA. 20 out of 28 have indicated in their response that 'yes' they are supposed to be involved in the activities of SDA representing 71.4%.

On the assessment of the role of the SDA in comparison to those of the mother local government (Giwa) 28 out of the same number have indicated in their response that it is okay representing 100%.

Relationship Between Decentralization of Authority and participation.

After the analysis of the response pattern, it becomes possible to show the relationship that exist between decentralization of authority and participation. It has been established that SDA was decentralized both in terms of its administration, power function, and activities. This indeed has made the rural people to have easy access to its programmes/projects as well as its activities. This is coupled with the fact that the activities of SDA were designed in such a way that the rural people were to be involved and fully participate made the relationships between centralization of authority and participation positive.

Whenever an organization is centralized in its operations authority in this case, is usually delegated and effective communication channels must be established that the activities of the centralized units may easily be coordinated. From the Responses gathered the staff of SDA as well as Heads of Developments of the mother local government (Giwa)

it can be inferred here that there is effective communication strategies both within and outside the SDA.

From the response pattern regarding the level of participation of the people it has been established that the degree of involvement was high. Also respondents indicated that their suggestions were often sought. These facts put together proves that because of the nearness of SDA and the fact that participation was encouraged by the programme itself, the Rural people fully participated in the activities of SDA. It is therefore, possible to conclude there exist a possible relationship between centralization and participation. In fact when a programme/project is centralized authority must be delegated, to make it possible for the decentralized units to exercise a measure of delegated authority and to be functional, this, therefore, means that due to centralization, more employees (staff) of SDA will exercise delegated authority implying also that they would also participate more activity in decision making process. Through centralization of Rural Development programmes the rural people stands a chance to benefits to their expectation. Going by the saying that the “nearest is the dearest”. The Rural people can accept a programme or a project if they discover that it is capable of solving their problems although this depends on the policy and the activities involve in the programme/projects the people may participate and get involved in its affairs.

Based on the above, it can rightly be asserted that there exist a positive correlation between the independent variable of centralization and this tends to support the hypothesis that centralization enhances the rural people participation in government rural Development programmes.

Test Of Hypothesis Two

The second hypothesis of his study states that “participation by the rural dwellers ensures successful implementation of the SDA objective. This hypothesis is also the “simple hypothesis” as it has only two variables. This hypothesis has the independence variable of participation and the dependent variable of implementation. Attempt is made here to establish how participation ensures successful implementation.

It has been established that because the administration and activities of SDA were centralized the rural people still fully participation in the affairs of SDA.

Successful implementation here refers to the accomplishment of SDA programme/project or objective.

The major objective of the SDA include among other things such as achieving social economic and political development as the rural levels of the SDA enhancing community Development activities as well inspite of the fact that the instrument which the government/SDA uses to achieve development at the Rural level of the SDA is financial expenditure. Centralization and participation are the variables that help to achieve the question of development at the rural levels of SDA. Between 2003-2005 the SDAMC has spent alot of money on capital projects from its megre resources coming from the two major sources state and local government monthly contributions to SDA..

The award of contract in respect of capital development projects by SDAMC is done quarterly and the first quarter of 2004 a number of projects were under taking in different villages of the SDA at a total cost of N3,000,000.00 naira.

Source: Kaduna State Government Monthly Contribution to SDA, 2004.

The second quarter also a total of ₦2,430-156 was also spent on projects at different areas of the SDACM mainly Renovations of primary schools.

Third quarter of the same year a total of ₦3,072, 615.5 has been spent on projects in respect of Renovations of primary schools at different places of the SDA.

Completion of primary school at Jangefe and Rafin Yashi also cost ₦997,697.8. All the effort made is to post primary education at the primary school levels of the SDA.

The first quarter of 2005 contract was awarded in respect of supply of 50 No Desk to LEA primary schools of Shika, Danmahawayi, Guga Sabuwa, Tsibiri etc at a total cost of ₦3,992,625 only.

Second quarter a total of ₦7,190.186 was spent on Renovations/completion of class Rooms at Rafin Yashi, Danmahawayi Shika etc through contractual work at a total cost of specified above.

Third quarter 2005

Contract was awarded for the construction of 1 Block and class Room/office at Kuringa at a total cost of ₦2,660. Fourth quarter Another contract for the sum of ₦2,660 was awarded for the construction of 1 Block 1 and 2/office at Tashan Zomo. All the contracts in respect of the capital Development projects have been certified and paid.

The total amount of money given to SDA by the state government is ₦21,005,571.55. while the contribution made by the mother local government is just ₦1, 000, 000 only.

The grand total for the period under study is ₦22,557,135

Each of this table represent the disbursement of funds meant to SDA in respect of projects at the rural levels. This depicts that Development Area of Shika has made tremendous effort or

contributions towards rural Development. Similarly, these spending are based on Budgetary provisions for the period under Review 2004-2005 especially.

QUARTERLY CAPITAL DEVELOPMENT PROJECT EXECUTED BASED ON MONTHLY CONTRIBUTION FROM THE STATE GOVERNMENT

FIRST QUARTER 2004

S/N	TYPE OF CONTACT	LOCATION	AMOUNT	REMARK
1	Renovation of primary school	Tsibini	N326, 235	Completed and paid
2	Completion of LEA primary school	Mahuta	N457, 800	“
3	Renovation of LEA primary school	Danmahawayi	N431, 235	“
4	Renovation of LEA primary school	Pauhanya	N560, 000	“
5	Renovation of LEA primary school	Karfe	N407, 872	“
6	Renovation of LEA primary school	Guga Sabuwa	N319, 778	“
7	Renovation of 2 No primary sc hool	Shika/Guga Task	N496, 439	“
		Total	N3, 000, 000.00	

Source: Giwa Local Government Budgetary Provision in respect of SDA and monthly Report to Ministry for Local Government, 2004.

SECOND QUARTER 2004

1	Completion of 2 classroom	Tawafsn	N442, 050	Completed, certified and paid “ “ “ “
2	Renovation of 4 No	Goriba	N628, 740	
3	classroom	Kurku	N304, 563	
4	Renovation of 4 No	Biye	N373, 495.50	
5	classroom	Maje	N681, 308	
	Renovation of 2 classroom	Total	N2430, 156 =	
	Renovation of 2 No			
	classroom			

THIRD QUARTER 20004

S/N				
1	Renovation of LEA primary school	Madobi	N422, 793	Completed certified and paid “ “ “ “ “ “
2	Renovation of LEA primary school	Panhauya	N293, 588	
3	Renovation of 3 classroom	Jallawa	N407, 912.4	
4	Renovation of 3 classroom LEA primary sch	Nasarawan Buhari	N426, 562	
5	Renovation of 2 room LEA nomadic	Unguan Jae	N428, 405.25	
6	Renovation of class room LEA pri school	Danmahawayi	N399, 387.90	
7	Renovation of 2 classroom LEA pri school	Tsibiri	N310, 273	
8	Renovation of 2 classroom and head master office	Tashan Guga	N383, 932.50k	
		Total	N3, 072, 615.5	

Source: 2004 SDA quarterly, Report to the Ministry of Local Government.

QUARTERLY CAPITAL DEVELOPMENT PROJECTS EXECUTED BASED ON LOCAL GOVERNMENT MONTHLY CONTRIBUTION 2004

S/N			
1	Completion of primary school	Jangefe	N486,486
2	Completion of LEA primary school	Rafin Gora	N511, 211.8
		Total	N997, 697.8

FIRST QUARTER 2005

S/N			
1	Supply of 50 No Desk and Bench LEA pri sch	Dammahauawayi	N393, 750
2	Supply of 50 No Desk and Bench LEA pri sch	Shika	N393, 750
3	Supply of 50 No Desk and Bench LEA pri sch	Madobi	393, 750
4	Supply of 50 No Desk and Bench LEA pri sch	Guga – Sabuwa	393, 750
5	Supply of 50 No Desk and Bench LEA pri sch	Tisibin	N393, 750
6	Supply of 50 No Desk and Bench LEA pri sch	Panhanya	393, 750
7	Supply of 50 No Desk and Bench LEA pri sch	Biye	133, 875
8	Completion of 2 class room and office	Anguwan mal. lawal	1, 496, 250
		Total	N3, 992, 625

Source: 2005 Monthly Report of SDA to the Ministry for local government.

2005 Report of governor Ahmed Mohammed Makafi on Dendent of Democracy. To the people of Kaduna State.

SECOND QUARTER 2005

S/N			
1	Renovation of LEA pri school	Rafinyashi	N546, 438
2	Completion/Renovation Black A 2 class Room	Danmahawayi	1, 206.216
3	Renovation of 3 class Room/office	Shika	850, 639
4	Renovation of 2 class Room/office Black (C)	Shika	283, 558
5	Renovation of 2 class Room/office (E)	Shika	303, 335
		Total	= N3, 190.186

THIRD QUARTER 2005

S/N				
1	Construction of 1 Block and 2 class room/office	Kuvringa	N2,660, 000	Completed certified and paid

Fourth QUARTER 2005

S/N				
1	Construction of 1 Block and 2 classroom/office	Tashan zomo	N2, 660, 00 =	Completed, certified and paid

The total amount given to the Shika Development Area by the State Government is N21, 005571.55, while the total contribution] granted by the mother or present local government is the **N1000,000.00**

The grand total for the period under Review = **N22, 005571.55**

The contribution of SDA. To Rural Development based on the questionnaires issued to respondents have indicated that SDA has made alot of contribution towards Rural Development in Shika part of Giwa local government as indicated that even the rate of cooperation amongst the employees when it comes to getting things done in very high. And the success of SDA in accomplishing its stated objectives has also been Ranked very high

and besides response as to which one is better is it Development percentage has indicated 50% for Development Area SDA as being better. The first hypothesis in this case has been proved positive against the other that says Development Areas are not contributing or never Agents of Rural Development. Based on the Data Analysis done, it is enough to say that the Shika Development Area is indeed an agent of Rural Development.

ENDNOTES

1. for further Readings on the types of Hypes of Hypothesis, see.
J.A Black and D.T Champion, method and issues in social Research
2. J.A Black and D.J. champion, Ibid pp. 126-135.
3. A.B. Musa, The struggle for a new social order in Kaudna state policies and programmes of the PRP, government printer Kaduna, for details on the objective of SDA.
4. Kaduna state implementation guidelines for Development Areas management committee 2004.
5. See governor Mohammed Ahmadu Makarfis Deviends of Democracy 2006 report.

CHAPTER FIVE

5.0 SUMMARY, CONCLUSION AND RECOMMENDATION

5.1 SUMMARY

In this study, an attempt has been made to examine whether or not Area Development councils (SDA) truly serve as agents of rural Development case study of Shika Development Area Giwa Local Government between 2003-2005 year. This is with the hope of establishing a relationship between centralization and participation and success in implementation. This study assumes that the Development of the rural Areas within the jurisdiction of Shika is a necessary responsibility of the state government through the instrument of financial expenditure it uses in achieving rural Development policies.

The government has been spending a lot of money on Local Governments statewide so as to ensure that rural Areas are developed to bridge the gap between the urban and rural centres of the economy, yet there is still a serious disparity in terms of provision of essential social amenities such as roads, culverts, drainages, electricity, pipe borne water post office, police station etc. These social amenities are restricted to urban centres of the state to the detriments of the teaming majority at the rural levels of the society.

Since independence to date, past administration have failed the test of time with regard to rural development. The government pumps money for rural development, but at the end nothing fruitful is achieved.

Historical issues relating to rural development in Nigeria and in Kaduna, Giwa Local Government in particular were reviewed and it has been discovered that rural Areas of this country or wherever they are found are largely seen as source of raw materials and food for urban centres in the economy. This explains perhaps the essence of creating Development

Areas numbering 46 by the Administration of Governor Ahmadu Mohammed Makarfi in Kaduna state. This idea was initially challenged on the bases that the initial demand of the people generally was for local government to be created for them, but later after their creation people especially the ruralist started Reaping a lot of benefits. For example in Shika Development Area, a lot of projects have been executed in places or Areas that are within the SDA such as Shika town itself, Madobi, Guga- sabuwa, Guga-Tash, Tsibiri, Kwiku, Tashan zomo, Hanyin Mallam, Danmahawayi, Majje, Karfe etc.

Years ago, these areas had lost hope that projects such as Roads construction, drugs/purchase, Hospital/maternity/clinics construction Renovations and supply of drugs would be provided to them. Rural Development and transformation have been achieved. Some of the projects executed have educational, Agricultural, and economic implications in our rural lives. The formulation and implementation of the policy-decisions have been successful as indicated in our pervious chapters when we were analyzing various responses/comments over basic issues on rural development in the SDA.

Projects executed through community development associations in most of the Areas under the SDA have also contributed in giving more meaning to life at the rural levels of the community as a whole. Most projects initiated by the community leaders, community development associations etc often have the advantage of taking into consideration all the peculiar problems of the respective or entire community than the external projects/programmes.

This study, also accorded the Researcher the opportunity to grasp the relevance and pervasiveness of the implementation in the scheme of things and the relevance of

participation in the execution process. As far as it is concern it is to be agreed that almost all projects require the participation of all classes of people either directly or indirectly.

Rural Development is a comprehensive concept that covers all sectors of the economy at a micro level of our society. In this perspective, it is not the Agricultural sector that requires to be developed the economic and social sectors need to be developed too and when this is done we can proudly say that Development has been achieved at both the rural and state levels of the economy.

It is consequent to the neglect of the rural areas that attracts the movement of Youths, specially from the rural centres to the urban Areas or cities in search of foods, better shelter, jobs, education, medical and health services etc. If the rural Areas are to be provided with all these the movement of the youth from rural-urban centres will be less. Today cities are overcrowded as a result of the movement of the Youths from rural to urban centres contributing to increase in the rate of crime and other social vices. Social ills e.g are robbery, burglary, rape, occultism etc.

5.2 CONCLUSION

This study, is an analysis of Development Areas as agents of Rural Development a case study of (SDA) of Giwa Local Government.

Since independence, government has evolved various methods and techniques to solve the pressing issues of Rural Development. One of the tools used by the government to solve the problems of the Rural people was the establishment of Development Areas in Kaduna state 2002.

The aim of this study, is to look into the activities of the Shika Development Area SDA. This work is set out to prove that (SDA) is an agent of Rural Development considering the resources made available to it by the state and the Giwa local government through their monthly contribution to it.

Several methods of Data Collection and Analysis were used. Sample statistical methods were employed in the course of the analysis. In the first chapter problems of the study were identified and hypothesis used as working guide throughout the course of this research were drawn up. Instrument of enquiry for the research included library sources, interviews and personal observation and questionnaires.

Chapter two deals with Literature Review and theoretical framework. A theoretical framework was drawn up based on some theories on implementation taking the institutional framework. This is imperative in this framework because policies can be as beautiful as anything else, but it is one thing to talk of the implementation aspect. The problems associated with execution of policy decision are identified as well as their solutions. This is however the responsibility of the executive arm of the government, At the SDA level the carrier staff are the people charge with such responsibilities.

Chapter three deals with a brief history of SDA, it functions, objectives, sectors and the functions of each, the organogram of the SDA identifying the key offices both, those that constitute the political aspect as well as the carrier officials. For example the administrator is the political boss of SDA he has councilors as well as exofficio member. There is also the permanent staff both senior and junior Deployed by the local environment service commission who assist in the implementation of policy-decisions. The offices of the

secretary, head of administration, sectional heads etc are carrier offices. It is in this chapter that the problems and prospects of SDA are identified and discussed.

In chapter four, the researcher, undertook a presentation and analysis of Data available and in analyzing the Research Data percentage and Tables were used for the purposes of comparison and more clarifications. This enables the Researcher to reach logical conclusion on the Hypothesis tested.

The study recognizes SDA as a Development agency even though it is subjected to the mother local government control with the objective of enhancing rural Development efforts. Barely 3 years ago after its establishment the SDA has indeed contributed greatly towards rural Development within its jurisdiction.

In its three years operation, 2003-2005 the SDA has executed 37 projects quarterly at a total cost of N21,005571.55 = naira only. Although in 2003 no contract in respect of capital Development project was awarded. SDA full take of was in 2004.

SDA contractors face some little problems ranging from low value of contracts, non-provision of mobilization founds, as well as delay in payment after completing and certification of the contractual work.

Based on the above, one will conclude that SDA has contributed greatly towards Rural Development. Although a lot need to be done in order for it to achieve its objective.

5.3 RECOMMENDATIONS

Based on the above findings, it is very possible to make the following recommendations. In the first place Rural Development should be a complementary strategy to the overall Development of the Shika Development Area of the Giwa Local Government

and the state at Large in the sense that Rural Development programmes should be designed to complement the efforts of the state. This is necessary because genuine Development can only be brought about when all the sectors of the economy whether Rural/urban or Agricultural/Industrial are Developed. The Rural sector makes up 80% of the country's population should first be Developed and the Development process should start from the Rural sector then to the urban and the industrial sectors respectively. This fact, suggests that any responsible Government, civilian or military must pay enough attention to the Development of the rural sector first.

The planning process, should be improved in such a way that all or at least most of what is stated in the plan document is practicalised. It is obvious that in most Developing societies what is being planned for is not what is implemented either due to lack of "executive capacity", or because of lack of political will or even because of over ambitious nature of the plan. Which ever among these Reasons may be the reasons of non-implementation of plans the problem may be ameliorated when the planning process has been improved to be more realistic, less cumbersome and less ambitious.

A programme for example can only succeed if the people that are supposed to benefit from it are involved in the planning or at least in the running of the projects/programme. The planning process must therefore specify how best the rural people may be involved as failure to involve the rural people may result to failure in the plan or the project to achieve the objective for which it is set.

The Rural Areas of the SDA have different kinds of problems, so Rural Development should be multifaceted, it must be seen as an effort towards solving most of the problems of the Rural people. A Development plan must be seen as an attempt to

develop only one sector or to solve only one problem of the Rural Areas, it must encompass all. The execution/implementation machinery for Rural Development must allow for communication within the organization and between the organization and its environment to allow for exchange of ideas among members of the organization and feedback from the environment. Communication being the life-giving blood of every organization is very important in the implementation process. Indeed, establishment of effective communication channels is a mark of a good implementation strategy.

Rural Development projects must as a matter of necessity thrive to gradually but actively promote a policy of social Development, ensure equitable distribution of land and other resources and organize the people for collective or cooperative activities as this is the only way through which integration could be achieved.

The achievement of the SDA over the two or 3 years period of Review in terms of Rural Development have shown that it may not require any assistance from the foreign countries the state and the Local Government and the Federal Government can finance and sustain Rural Development efforts similarly, the commitment and participation of the rural people are far more important. Therefore, rather than governments to go helter-skelter in search of loans from the World Bank to finance Rural Development projects/programmes, concerted effort towards mobilizing the Rural people and establishing a mass-based Rural Development programmes should be made.

Self help effort is a very good strategy for Rural Development, so the Government should as a matter of urgency encourage it. Programmes initiated through self help effort are mostly products of specific problems facing the people in the community and since Rural Development projects/programmes are to be seen as attempt to solve the immediate and

most pressing needs of the Rural communities. The activities of self help groups must be recognized by the Government and also Rural Development programmes must be flexible to the extent that specific problems of the various communities in SDA can be solved. The Rural people through their Representative should be encouraged to identify their specific problems, they should have gather freedom in deciding what they want and when as this will ensure their compliance with the programme and its activities.

Another important point that is worth remembering is that the rate of political interference in the activities of the SDA should be reduced. This is because most of the contracts awarded to execute capital Development protect are awarded by the politicians ignoring the policy makers as well as those that play the role of implementing the projects. This ugly situation, should be checked by the state government in collaboration with the ministry for local Government, which serves as a monitoring organ over the performance of the SDA.

Both the state and the Local Government should increase their monthly financial contributions to SDA to enable it perform better in appreciation of the Rural people. It is when this is done that SDA will have the opportunity to plan and execute more meaningful projects to enhance the living standard of the rural areas.

The present status of the SDA should be raised to a local government level even though generally people prefer SDA to the present mother local Government (Giwa) except that SDA deserve to be assign more powers, functions and responsibilities. This will enable it to perform even better.

Development Areas generally should be given the mandate to employ. This will reduce the rate of unemployment in the SDA as movement of the young talented youths

from rural-urban centres will be reduced too. Criminal acts amongst the youths will also be reduce to the minimum level.

The fact also that SDA staff are very committed and hardworking the state government has to evolve ways of catering for their welfare to enable them perform better.

Finally, the suggestions are based on the underlying assumptions that the formulation and implementation for rural Development programmes/project could be controlled and purposely be directed towards the objectives of rural Development.

But as noted above, future rural Development programmes must meet the expectations of Development not just the Agricultural sector alone in the name of Rural Development but must be cognizance of the specific circumstances and settings of Rural Areas.

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APPENDIX I

Dear Respondents

This questionnaire is a part of a study on development Areas as agent of Rural Development in Kaduna State.

The Researcher is a Master degree Student in the Department of Public Administration of the Ahmadu Bello University Zaria.

The nature of the study includes various activities of the Development Areas as agents of Rural Development. The questionnaire is designed to seek for your opinion and perception of the overall programme of the Development Areas under study.

The response of all individuals will remain strictly confidential and be used for academic purpose only.

I will appreciate your full participation.

Thanks for your cooperation.

YARIMA FEDE UWOGWENE
WAYAS
DEPARTMENT OF PUBLIC
AMINISTRATION
FACULTY OF ADMINISTRATION
AHMADU BELLO UNIVERSITY
ZARIA
KONGO CAMPUS.

QUESTIONNAIRE TO BE ADMINISTERED ON THE RURAL PEOPLE

Dear Sir, Madam

It will be appreciated if you can answer the following question concerning the Shika Development Area Activities. This is absolutely, an academic exercise, carried out in pursuit of a master degree in public administration. 1,2,3

1. How did you come to know about the activities of SDA 2003-2005?
 - a. Through friends
 - b. Through one of SDA staff
 - c. Through other means (specify).....
2. How did you come to know about the availability of infrastructures 2003-2005?
.....
.....
3. How did you come to know the proper use of the class Rooms 2003-2005?
 - Through friends
 - Through SDA Administrators/Sectary
 - Through other means (specify)
4. Have you ever been provided with social amenities
 - a. Yes []
 - b. No []
5. Have you ever been assisted in your community Development efforts?
 - a. Yes []
 - b. No []
6. Did you receive any credit in cash during the operation of SDA?
 - a. Yes []
 - b. No []
7. If your answer to question 6 above is no! why is it so?
 - a. Credit not available
 - b. Credit available, but limited to few people
 - c. Credit was available, but I did not want it.
8. Give the number of towns and village you know that have been provided with facilities such as dispensaries, Maternity, Primary Schools, Clinic and electricity by SDA?

If your answer is Yes comment on the efficiency in terms of water supply.

- a. Very efficient
 - b. Efficient
 - c. Not efficient
9. Which of these two (2) do you prefer for now?
- a. Local Government Area
 - b. Development Areas
 - c. A & B above
 - d. Non of the above
10. Do you think in your opinion that SDA deserve to be assigned more power and functions?
- a. Yes []
 - b. No []
11. What do you think are the likely problems facing SDA?
- a. Financial
 - b. Management
 - c. Politics
 - d. A & C above
 - e. None of the above
12. In what way can you help SDA to proper?
Comment
Freely
13. Do you consider the distribution of projects by the SDA management committee adequate?
- a. Yes []
 - b. No []
14. Under which of the programmes did you have access to?
- a. Credit facilities
 - b. Fertilizers and farm implements
 - c. No because there was non
15. How did can you access the security effort of SDA?
- a. Very effective
 - b. Effective
 - c. Less effective
16. What is your comment about the staff of SDA generally?

APPENDIX II

Dear Respondents

This questionnaire is a part of a study on development Areas as agent of Rural Development, in Kaduna State.

The Researcher, is a Master degree Student in the Department of Public Administration of the Ahmadu Bello University Zaria.

The nature of the study includes various activities of the Development Areas as agents of Rural Development. The questionnaire is designed to seek for your opinion and perception of the overall programme of the Development Areas under study.

The response of all individual will remain strictly confidential and be used for academic purpose only.

I will appreciate your full participation.

Thanks for your cooperation.

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AHMADU BELLO UNIVERSITY
ZARIA
KONGO CAMPUS.

**QUESTIONNAIRE FOR STAFF SHIKA
DEVELOPMENT AREA**

NAME (OPTIONAL)
RANK
SEX
MARITAL STATUS

INSTRUCTION:

QUESTIONS: 19 are Ranked in such a way that

- 1.- Represent very high
- 2 - represent high
- 3 – represents low

QUESTIONS

- 1. a. How would you rate degree which 1,2,3 authority is delegated to subordinates in Shika Development Area (SDA)?
- b. How would you rate degree in which authority to perform task is delegated to subordinate; in (SDA)?

- 2. Implementation of any given Rural Development Programme both technical and Administrative Requires participation of those that are to benefit from the Programme at the formulation and execution stage. Please rate the degree of participation of the rural people.

A Information

Birn

Implementation

- 3.a Rate the degree of the communication within the organization
 - Very high
 - High
 - Low
- b. Rate the degree of communication outside the Shika Development (SDA).
 - Very high
 - High
 - Low
- 4.a. Rate the frequency of your direct participation in major administration matters (e.g. policy making)
 - Very high
 - High
 - Low
- 5. Are your suggestions often sought in the running of SDA?
 - Yes
 - No

6. How would you rate degree of cooperation amongst employees when it comes to getting things done?

- Very high
- High
- Low

7. Rank the success of SDA in terms of accomplishing its stated objectives.

- Very high
- High
- Low

8. INSTRUCTION FROM 10-12

one is expected to express his personal opinion about the programmes based on the experience in Rural Development activities.

- a. Yes []
- b. No []

9. Could Rural development be brought about by just developing the agricultural sector?

- a. Yes []
- b. No []

10. a. The functions of Development Areas are categorized into 3 sectors. Does each Sector enjoy enough authority to act within its Area of jurisdiction?

- a. Yes []
- b. No []

b. If your answer is Yes rank the degree of delegation

- a. High
- b. Average
- c. Low

11. Explain the Role of Development associations in pursuing the Rural people's demands without endangering the goals of the SDA?

.....

.....

.....

12. Have you any suggestion that can improve the Shika Development Area (SDA) in its function?

- a. Yes []
- b. No []

- b. If your answer is Yes give the suggestion below
13. In which other activities apart from the many objectives has the Shika Development Area participated
-
-
14. What is the extent of SDA's financial commitment to those other activities?
- Very high
High
Low
15. Does SDA undertakes any social and welfare venture? Please state them below.
-
-
-
16. Are there any contradiction between the objective of SDA and their implementation? Please state the if yes
-
-
17. What manner of problem does SDA encounter with the public?
-
-
18. Do you think SDA has made any positive impact on the Development of its Rural Areas? Comment bellow please.
19. Do you consider having both the Shika Development Area as well as the Giwa Local Government Are Necessary? Please just comment.
-
-
-
-
20. Are traditional Rullers supposed to be involved in the activities of SDA?
- a. Yes []
b. No []
21. How can you access the role of the Shika Development Area (SDA) in comparison to the role of the Giwa Local Government?
-
-
-
-

SHIKA DEVELOPMENT AREA ESTIMATES, 2004 LGT.7
EXPENDITURE
HAND 2014 '1'
AREA DEVELOPMENT ADMINISTRATOR

Classification code and type	Estimate 2004	No of staff	Amount (N)	No of staff	Amount	Revised Estimate 2003	Actual expenditure 2003
	Grade Level				N	N	N
	01	-	-	-	-		
	02	-	-	-	-		
	03	4	258, 096	-	-		
	04	-	-	-	-		
	05	-	-	-	-		
	06	-	-	-	-		
Total for 01-06		4	258, 095	-	-	-	-
	07	1	117, 264	-	-	-	-
	08	-	-	-	-	-	-
	09	-	-	-	-	-	-
	10	-	-	-	-	-	-
	11	-	-	-	-	-	-
	12	-	-	-	-	-	-
Total for 07-12		1	11, 265	-	-	-	-
	13	-	-	-	-	-	-
	14	-	-	-	-	-	-
	15	-	-	-	-	-	-
	16	-	-	-	-	-	-
	Fixed	5	644, 662	-	-	-	-
	fixed	1	379, 260	-	-	-	-
Total for 13-16		6	1, 023, 922		-		
Total for 01-16		13	1, 399, 281		-		
Allowances		13	349, 400		-		
Grand Total less anticipated saving due to probable over staffing		13	1, 748,682				
Total for personnel costs		13	1, 524, 960				
Total staff and personnel costs							

**SHIKA DEVELOPMENT AREA ESTIMATES, 2004 LGT.7
EXPENDITURE
HEAD 2014 "11"**

SECRETARY AREA DEVELOPMENT OFFICE ESTIMATED 2004

Classification code Type	Grade level	No of Staff	Amount N	No of staff	Amount N	Revised estimate 2003 N	Actual expenditure 2003 N
	01	-	-	-	-	-	
	02	-	-	-	-	-	-
	03	2	60,264	-	-	-	-
	04	-	-	-	-	-	-
	05	-	-	-	-	-	-
	06	-	-	-	-	-	-
Total for 01-06		2	60,264	-	-		
	07	1	125,016	-	-	-	
	08	-	-	-	-	-	
	09	-	-	-	-	-	
	10	-	-	-	-	-	
	11	1	-	-	-	-	
	12	-	214,364	-	-	-	
Total for 02-12	2	339,380	-				
	13	-	-	-	-	-	-
	14	-	-	-	-	-	-
	15	-	-	-	-	-	-
	16	-	-	-	-	-	-
	Fixed	-	-	-	-	-	-
Total for 13-16		-	-	-	-	-	
Total for 01-16		4	399,644				
Allowance		4	105,000				
Granted total less expected saving due to probable understaffing							
Total personnel costs			504,644				
Total staff and personnel costs			504,644				

SHIKA DEVELOPMENT AREA ESTIMATES, 2004
EXPENDITURE
HAND 2014 A
AREA DEVELOPMENT OFFICE
SHIKA

Classification code	Classification of of expenditure	Provision		Revised Estimates 2003	Actual Expenditure 2003
		2004 N	2003 N	N	N
	<u>Over hand costs</u>	140, 000			
1	Travel and Transport	-			
2	Utility services				
3	Telephone and postal	60, 000			
4	Services				
5	Stationary and printing	50, 000			
6	Maintenance of vehicles and capital equipment	46, 662			
7	Maintenance of vehicle				
8	And equipment	50, 000			
9	Consultancy services and special committees				
10	Grants, contributions and subventions	-			
11	Training, staff development				
12	And welfare				
13	Entertainment and hospitality	50, 000			
14	Miscellaneous expenses				
15	Provision of service material	-			
16	Pension allowance	-			
17	Contribution and pension fund	-			
18	Payment and loans	-			
19	Motor vehicle advances	-			
20	Contribution to primary education	-			
	Stabilization fund	-			
21	Contribution to Estimate traditional councils	-			
	Contribution to Training fund	-			

**SUMMARY OF ESTIMATES CAPITAL EXPENDITURE 2Q004 LGT. 5
SHIKA DEVELOPMENT AREA COUNCIL SECTOR BY SECTOR**

Head No	Details of expenditure	Estimates plan allocation 2003-2004	Proportion	Proposed Appropriation 2004	Percentage of total Allocation 2004
			Approve 2003		
9001	Social development sector	N	N	N	N
1	Sanitary inspection, refuse and ni soil disposal			1, 000.000.00	
2	Public conveniences			700, 000. 00	
3	Cemeteries and Burial grands Growth			700.000. 00	
4	Registration and Births, Death and marriages			700.000. 00 2,900.00.00	
5	Dispensaries and Health clinics			1,000.000.00	
6	Reading Rooms			1, 700.00.00	
7	Adult education and mass Literacy			2, 550, 000.00	
8	Community Development				
Total dev Sector				11, 250, 000.00	
9002	Environmental development Sector			600, 000.00	
1	Control of vermin			400, 000.00	
2	Control or keeping of Animals			2, 800,000.00	
3	Conduction and maintenance Of culverts and drainage				
	Total environmental development Sector			3,800, 000.00	
9003	Economic development sector				
1	Slaughter slabs			1, 000.000.00	
2	Fuel plantations			500,000.00	
3	Establishment of parking Places			2, 000.000.00 2, 000.000.00	
4	Home economics				
	Total economic development Grant			5, 500, 000.00 20, 550, 000.00	

SHIKA DEVELOPMENT AREA ESTIMATES, 2004 LDT.7]
EXPENDITURE
HEAD 2014 “111’
ECONOMIC DEVELOPMENT UNIT

Classification Code and type	Estimate 2004					Revised Estimate 2003 N	Actual Expenditure N
	Grade level	No of staff	Amount N	No of staff	Amount N		
	01	-	-	-			
	02	-	-	-			
	03	2	129, 048	-			
	04	-	-	-			
	05	-	-	-			
	06	-	-	-			
Total for 01-06		3	226, 932	-			
	07	-	-	-	-	-	-
	08	-	-	-	-	-	-
	09	1	100, 780	-	-	-	-
	10	-	-	-	-	-	-
	11	-	-	-	-	-	-
	12	-	-	-	-	-	-
Total for 07-12		1	100, 780	-			
	13	-	-	-	-	-	-
	14	-	-	-	-	-	-
	15	-	-	-	-	-	-
	16	-	-	-	-	-	-
Total for 13-16		-					
Total for 01-16		4	327, 712				
Allowances		4	79, 800				
Grand Total less anticipated saving due to probable under staffing		4					
Total personnel costs		4	407, 512				
Total staff and personnel costs		4	407,512				

SOCIAL DEVELOPMENT UNIT

Classification code and type	Estimate 2004 Grade level	No of staff	Amount N	No pf staff	Amount N	Revised estimate 2003 N	Actual Expenditure 2003 N
	01	-	-	-	-		
	02	-	-	-	-		
	03	2	129, 048	-	-		
	04	-	-	-	-		
	05	-	-	-	-		
	06	1	97, 884	-	-		
Total for 01-06		3	226, 932				
	07	-	-	-	-	-	-
	08	-	-	-	-	-	-
	09	1	170, 780	-	-	-	-
	10	-	-	-	-	-	-
	11	-	-	-	-	-	-
	12	-	-	-	-	-	-
Total for 07-12	1	1	170, 780				
	13	-	-	-	-	-	-
	14	-	-	-	-	-	-
	15	-	-	-	-	-	-
	16	-	-	-	-	-	-
	Fixed	-	-	-	-	-	-
Total for 13-16	-	-					
Total for 01-16		4	397, 712				
Allowances		4	798000				
Granted Total less anticipated saving due to probable under staffing		4	477, 512				
Total personnel costs		4	477, 512				
Total staff and personnel costs		4	477, 512				

Sources: - *Giwa Local Government proposed Recurrent and capital Expenditure, 2004*
- *SDA Quarterly Report to ministry of Local Government. 2004*

PROJECT CYCLE

