ASSESSMENT OF URBAN DEVELOPMENT ACTIVITIES OF COMMUNITY BASED ORGANIZATIONS IN MINNA, NIGERIA

BY

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PhD/ENV-DES/03313/2008-2009

DEPARTMENT OF URBAN AND REGIONAL PLANNING
FACULTY OF ENVIRONMENTAL DESIGN
AHMADU BELLO UNIVERSITY
ZARIA-NIGERIA

FEBRUARY, 2016

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BSc (Geog.), MSc (URP)

A THESIS SUBMITTED TO THE SCHOOL OF POSTGRADUATE STUDIES, AHMADU BELLO UNIVERSITY, ZARIA IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE AWARD OF DOCTOR OF PHILOSOPHY IN URBAN AND REGIONAL PLANNING

DEPARTMENT OF URBAN AND REGIONAL PLANNING
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FEBRUARY, 2016

DECLARATION

I hereby declare that the work in this Doctoral Thesis titled ASSESSMENT OF URBAN DEVELOPMENT ACTIVITIES OF COMMUNITY BASED ORGANIZATIONS IN MINNA, NIGERIA was performed by me in the Department of Urban and Regional Planning, Ahmadu Bello University, Zaria under the supervision of Professors M. B. Yunusa, A. Ahmed, and J. B. Kaltho. The information derived from the literature has been duly acknowledged in the text and a list of references provided. No part of this Dissertation has been presented for another degree at any institution.

Aliyu Mohammed KAWU _____

CERTIFICATION

This Thesis titled ASSESSMENT OF URBAN DEVELOPMENT ACTIVITIES OF COMMUNITY BASED ORGANIZATIONS IN MINNA, NIGERIAby Aliyu Mohammed Kawu meets the regulations governing the award of the degree of Doctor of Philosophy of Urban and Regional Planning of Ahmadu Bello University, and is approved for its contribution to knowledge and literary presentation.

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DEDICATION

This work is dedicated to Prophet Muhammad (S.A.W). May the blessings of Almighty Allah continue to be with him and other companions who are still on his path of freeing mankind from the grips of greed and passion.

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ABSTRACT

Despite the numerous contributions of urbanization to development it creates challenges for both government and people living in urban communities. Shortfalls of finance to build urban infrastructure is especially a major problem accounting for the growing relevance of Community Based Organizations (CBOs) as providers of basic infrastructure and services in many sub-Saharan cities. However, in spite continued infrastructure deficits in areas of operations of the CBOs, assessments have always highlighted insufficient finance and technical issues as major challenges and often brought forth impressive results about these emerging urban self-help groups.Hence, the search for addressing infrastructure deficit has prompted the need to investigate the determinants of CBO activity outcomes in order to establish their potentials and limits. This study assessed the participatory outcomes of CBOs' activities in the development of Minna. Its objectives were achieved through detailed analysis of the communal activities of residential self-help organizations in Minna. Using both descriptive and inferential statistics, analysis of field results revealed that failure to accomplish urban development projects by CBOs in Minna is not only due to inadequate finance. Field data analyses using descriptive statistics showed that the adequacy of technical and managerial personnel, nature of collaboration and assistance from other interest groups including the beneficiaries and urban authorities, determine the types and frequencies of CBO projects. Inferential statistical tools like Students' t-test and Analysis of Variance (ANOVA), Pearson's Product Moment Correlation (PPMC) and Residents' Satisfaction Index (RSI) revealed that factors of organizational skills, adopted project selection and funding procedures, and the coordination of voluntary labour are prominent factors that determinethe success or otherwise of projects of CBOs in Minna. In addition to assisting in achieving the objectives of the research, RSI for example, helped in informing the recommendation of the specific urban development projects that are within the capacities of the CBOs and those government authorities and other urban development partners should seek their collaboration. At present, CBOs never received any assistance from or carry out any activity with active collaboration with the government or her agencies. Shortage of finance is due to the organizations' inability to diligently source funding from members and beneficiary communities. Avenues that are key to increasing successful endeavours of CBOs in urban development were highlighted alongside the sensitivity of the same variables to the apparent physical and socio-economic conditions operating at varying length in burgeoning settlements of developing countries.

Keywords: CBOs, resource generation, infrastructure delivery, urban welfare, urban management

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ABBREVIATIONS

CAC	-	Corporate Affairs Commission
CBOs	-	Community Based Organization(s)
CMPS	-	Cooperative and Multipurpose Society
GTZ	-	German Technical Cooperation
INEC	-	Independent National Election Commissioon
LG	-	Local Government
LGAs	-	Local Government Area(s)
LGC	-	Local Government Council
LGCs	-	Local Government Councils
NBS	-	National Bureau of Statistics
NGOs	-	Non Governmental Organization(s)
NGSG	-	Niger State Government
NSBS	-	Niger State Bureau of Statistics
NSUDB	-	Niger State Urban Development Board
NSEMA	-	Niger State Emergency Management Agency
NSEPA	-	Niger State Environmental Protection Agency

CHAPTER ONE

BACKGROUND TO THE STUDY

1.1 INTRODUCTION

Throughout history urbanization is a phenomenon that is known to advance human civilization and wellbeing across various field of human endeavours (Fan, 2008; Ransome, 2011; UN-Habitat, 2003). However, urbanization also creates challenges for urban centres and the inhabitants (White, 1976; Frykenberg, 1987; White, 1996;Rakodi, 2004; Mabogunje, 2005, 2008; Gleeson, 2012). The challenges include environmental stress and infrastructure inadequacies. Shortfalls of finance to build urban infrastructure is especially a major problem. Infrastructure delivery is acknowledged as a very crucial intervention for poverty alleviation, slum upgrading and the attainment of virtually all the targets of the Millennium Development Goals (MDGs) and the Sustainable Development Goals (SDGs) that succeeded it (Badiane, 2006; Mitlin, 2006; Mutter, 2006; Yunusa, 2006, Sachs, 2010). There are many strategies for the financing of urban infrastructure. One of the ways is that the people pool resources together, in a process of free participation (Yunusa, 1993; Mitlin, 2006; Zanoni and Janssens, 2009) to provide and manage infrastructure.

Participation in this respect means taking part in the initiation of a process, project, or a scheme (Perenboom and Chorus, 2003). It is often assumed that participation will, in part, lead to the empowerment of the people. It is a complex and challenging approach to improving the lives of all people, particularly the poor and the disadvantaged (Mabogunje, 1999; Cabannes, 2004; Yunus, 2007). A broad understanding of the processes and characteristics of participation is a guide for the formation of policies that enhance the welfare of people and their livelihood (Hall,

1999; Biau, 2004; Vania and Taneja, 2004; UN-Habitat, 2008; Brenner, Marcuse, & Mayer, 2009; Wallman, 2009; Biermann, Abbott, Andresen, Backstrand, Bernstein, Betsill, et al, 2012a, and 2012b; Mbamali, and Okotie, 2012). According to Beall (1997:38) participation refers to 'how women and men command resources, contribute to and take responsibility for the well-being of their households, communities and the city'. In this vein, participation can then be viewed as the processes by which organized groups and individuals in the city identify and articulate interests (Tim, 2007); and negotiate change with other agencies (Badcock, 2002; McGee and Greenhalf, 2011; McGregor and Summer, 2010).

Urban development on the other hand is the planned expansion of urban settlement into natural areas such as deserts, forests, and swamps as the population grows with the need for more buildings, roads and infrastructure (Tibaijuka, 2003, 2009;Pacione, 2009;Raji, 2009; Yunusa, 2012**)**. It is also the structural development of the city in the bid to improve the land use pattern and livelihood (Encarta, 2009; Bieszczat and Schwieterman, 2012; Marshall, 2012). In a wider dimension, urban development is the process of social, economic, political and physical change leading to quantitative and qualitative improvements in the standard of living of urban residents (Obasanjo and Mabogunje, 1991; Badcock, 2002; Ibem, 2009). Urban development in many instances target particular sectors of the settlement such as road network, housing, open spaces or schools (Oxford, 2007; Jiya, 2008; Encarta, 2009). In the past, urban development was dominated by the public sector (Hall, 1999; Kamat, 2006; Foster and Briceño-Garmendia, 2010). The high population growth and uncontrolled urbanization especially in the developing countries have necessitated the call for additional hands to

make towns and cities functional and conducive for living and livelihood (Mabogunje, 2005; Yunusa, 2012).

The pressing need for self-help, which complements public effort, is the driver of the formation and the continued activities of urban Community Based Organizations (CBOs). The CBOs have membership of people that share common interests, activities and function together in order to achieve a common goal (Mallam, 1997). CBOs are also described as effective, non-profit, voluntary, self-funded, grassroots, and quick response organizations (SFUST, 2007), that have been observed to have even become more effective than Non-Governmental Organizations (NGOs) and regional governments (Cabannes, 2004; Kamat, 2006; Yunus, 2007; Adeboyejo, 2008; Kawu, Ahmed and Usman, 2012).

Urban communities often make demands that are directed at government and its agencies. With the CBOs, communities that recognize certain problems in the environment, rather than approach the government, now pool their resources to tackle the problem. It is in the context of this that it has been emphasized that if people participate in the execution of projects by contributing ingenuity, skills and other untapped resources, more people can benefit (Schaefer and Lamm, 1997; Schaefer, 2006) from such effort no matter how small or where the project happen to be (UN-Habitat, 1978; Davis, 2015; Bieszczat and Schwieterman, 2012). Its implementation would be highly facilitated through concerted efforts and the outcomes and responses are better suited to the needs and priorities of the beneficiaries (Barbour, 1972; Ahmed, 1990 and 2000; Yunusa, 2008; Ukoje, 2011; Davis, 2015).

It has been estimated that between 60–70 per cent of urban areas in Nigeria and other developing countries lack basic infrastructure for descent living and livelihoods (Garba and Salihu, 1993; UN-Habitat, 2003; Rakodi, 2004; Badiane, 2006; Falade, 2006; Yari, 2010). Many urban dwellers are involved in efforts to improve their places of living and livelihoods (Mabogunje and Kates, 2004; Mabogunje, 2005; Kawu, 2012a). In many circumstances these efforts are limited by environmental, social, political and economic factors (Jeremy, 2004; Olurin, 2006; Bianchizza, 2010). These limiting factors, by acting at varying tempo, has further diminished the hope for the inclusive development and management of urbanization processes and, more importantly the efforts to turn urban risks into opportunities (Barbour, 1972;Jarman, 1997;Mabogunje, 1999, 2008; Biau, 2004; Brenner, Marcuse, & Mayer, 2009; Thieme, 2010).

The various levels of participation which powers people and groups to demand accountability and services, has the capacity to improve the social and economic progress in any human society (Arnstein, 1969; Perenboom and Chorus, 2003; Cabannes, 2004; Pearce, 2004; Pathak, Kothari, and Roe, 2005). This is further emphasized by the logic of participation and the social dynamics operative in any human assemblage particularly its tactics of identifying potential change opportunities within unfolding process (Yunusa, 1993; UN-Habitat, 2003; Lewis and Hossain, 2008; and Tauli-Corpuz, 2010). The participation of Community Based Organizations (CBOs) in urban development is here examined for the understanding of the elements that have the potentials to interfere in the CBOs' activities and the contribution to urban development and management.

1.2 RESEARCH PROBLEM

Inadequate public resources to finance urban development accounts for the growing relevance of Community Based Organizations (CBOs) as providers of basic infrastructure and services (Okafor, 1987 and Ogu, 2000; Uduku, 1994; USAID, 2005; Ibem, 2009) in many Nigerian cities. The CBOs have either replaced or complemented public sector in the provision of infrastructure and services (Adeboyejo, 2008; Alm, 2010; Foster and Briceño-Garmendia, 2010; Satterthwaite, 2011). The documentation of the activities of CBOs are mostly in the areas of good and successful outcomes. For example, in South America, Africa and Asia, CBOs are generally reported to be associated with positive outcomes (Burra, Patel and Kerr, 2003; Cabannes, 2004; Hassan, 2010; Bianchizza, 2010) with little report on the failed cases. The less impressive results are usually suppressed at times given the impression that poor outcomes do not exist (Pearse and Stifel, 1979; Nurnberger, 1999; Oduwaye and Lawanson, 2006; Jemaku, 2007; Utas, 2008; UN-Habitat, 2009). Or that learning from failed cases is of no value to policy making and practice for promoting inclusive urban development (Ostrom, 1965; Benneh, Morgan and Uitto, 1996; Muntemba, 1996).

As shown by many studies, while urban residents are forming associations to undertake communal socio-economic activities with high degree of success in Brazil, Argentina, Chile, Bangladesh, India and Pakistan, similar endeavours are not recording expected outcomes in Nigeria and sub-Saharan Africa (Burra, Patel, & Kerr, 2003; UN-Habitat, 2003; Cabannes, 2004; Mabogunje, 2005; Owoyele, 2006; Jemaku, 2007; Morenikeji, Jinadu and Umaru, 2008; Thorsen, 2008; Utas, 2008; Ahmed, 2009; Hassan, 2010). This variation has its own grave consequences amongst which are to limit the adoption and subsequently wider replication of these success stories elsewhere

and incorporating measures to curtail observed shortcomings. Studies with a wider scope are therefore needed to enrich learning experiences (Osmond, and Tilbury, 2012) and for developing more robust processes of participatory planning.

Since the environment of a project and the conditions of its emergence has influence on project outcomes, an examination of participatory inputs, process and situations that influence outcomes is necessary. The wide array of studies on urban development, governance decisions and challenges (Mabogunje, 1996, 1999 and 2005; Cabannes, 2004; Jemaku, 2007; Bussu and Kawu, 2007; Thorsen, 2008; Utas, 2008; Hassan, 2010, Tolossa, 2010), generally offer insufficient explanations on the influence of urban governance framework on outcomes of CBOs' activities, and often, the explanations are at variance with findings of more focused assessments (Jeremy, 2004; Pearce, 2004;Pathak, Kothari, and Roe, 2005; Ayotamuno, Gobo and Owei, 2010; Hassan, 2010; and Tolossa, 2010; Page and Mennel, 2011; Openshaw, 2010). Past endeavours have studied CBOs in isolation from individual unit activities and performance (Oduwaye, and Lawanson, 2006; Olise, and Nria-Dappa, 2009; O'Reilly, 2011). A more holistic view within the context of urban development is needed to provide a wider picture of CBOs' performance.

Minna town has witnessed tremendous increase in population over time as a railway terminal and especially with its designation as a state capital in 1976. The continuous location of national and regional establishments in this hitherto dispersed hilly settlement has continued to attract more population and a much higher demands for infrastructure and services that are largely unmet (Ahmed, 1995; Owoyele, 2006, Abubakar, 2007; Baba, and Jinadu, 2008; Ndayako and Kawu, 2011; Umar and Kawu, 2011; Kawu, 2012a and 2012b). Social and cultural associations initially formed by

immigrants began to provide urban facilities through self-help projects to augment mounting shortages from mainstream public sector providers. As population of the town continue to increase, membership of these CBOs increased in size, changes in composition and the functions of these CBOs also increased. While the expectations as globally acknowledged, is that, CBOs are effective in urban development (Mabogunje, 1999 and 2008, Burra et al., 2003; Satterthwaite, 2005; Satterthwaite & Mitlin, 2005; Brower, 2011; Satterthwaite, Mitlin, & Patel, 2011; Tao, 2011), there are indications that many of the organizations in Minna are facing some inherent challenges and are barely managing to register positive outcomes. Indicators of challenges like inadequate finance, leadership issues and unmet needs of members and the community at large have previously been expressed by many studies of CBO projects (Jemaku, 2008; Morenikeji, et al, 2008; Kawu, 2012a) as basis for levels of outcomes.

In this study, the notion that CBOs have the capacity to effectively participate in urban development is challenged in order to establish their potentials and limits. The assumption that CBOs have the needed skills, resources and manpower to successfully participate in all aspects of urban development, need to be backed by empirical test. The study then explores explanations for CBO participation and the outcomes considering the influence of urban governance frameworks, technical capacity, administrative processes, socio-cultural, environmental and institutional factors that affect CBOs project outcomes. The determinants of CBO project outcomes do not only require identification and disaggregation, but a comparative analysis to establish degrees of importance and influence of the factors on the outcomes.

In Minna, the plethora of challenges faced by community organizations, has thwarted individual and collective efforts of residents and has created activity landscape

littered with outcomes. This scenario warrants a detailed assessment of projects to establish the capabilities and challenges of these CBOs. This includes the examination of CBOs' activities vis-à-vis the contributions to urban development and management in Minna. Analysing the capacity of CBOs' project outcomes for the establishment of specific urban development contributions of CBOs is the gap that is filled by this research.

1.3 RESEARCH QUESTIONS

This research answered the following questions:

1. What is the nature of and at what level do CBOs participate in urban development?
2. What are the outcomes of CBO participation in urban development of Minna?
3. Why are CBOs doing well in some projects and badly in others?
4. Why are lessons from CBOs' participation in urban development relevant?

1.4 AIM AND OBJECTIVES

1.4.1 Aim

The aim of this research is to examine the types, outcomes and constraints of CBO participation in urban development in Minna. This is to demonstrate possible lessons and the need to strengthen the roles of CBOs in urban development policy making and project implementation in Nigeria.

1.4.2 Objectives

The aim of this research was achieved through a set of objectives. The objectives are to:

1. Review the activities and processes of participation of CBOs in urban development in Minna.

2. Explain the determinants of the outcomes of CBO participation in urban development in Minna.

3. Evaluate the challenges of CBO participation in urban development and management.

4. Highlight urban governance implications of CBOs' participatory outcomes in urban development in Minna.

5. Highlight policy implications of CBOs' participatory outcomes and its relevance in contemporary urban infrastructure finance and management in Minna.

1.5 SIGNIFICANCE OF THE STUDY

The formation and activities of CBOs in Minna is as old as the settlement itself. Minna has transformed from a disperse agrarian hilly settlement to a closely settled metropolis due to the activities of various cultural, regional, formal and informal economic groups that have congregated in it over a period of time (Jiya, 1977 and 2008; Lock, 1980; Gana, 1983**;** Jemaku, 2008). The contributions of these agencies to the development of Minna is largely yet to be examined (Mallam, 1997; Adeboyejo, 2008; Ibem, 2010, Bahago, 2012). The existing studies offer scanty explanations on the factors that enhance project performance of CBOs in urban development processes. There is need for this explanation to inform policy formulations and thereby improve the relationship between the CBOs and government agencies in exploring opportunities to provide urban facilities (Jarman, 1997; Burra et al., 2003; Ruble, Tulchin, and

Hanley, 2003; Biau, 2008). This will further enhance the understanding of the processes that can lead to high rates of urban development, formulate all-inclusive urban development policies that tackle mounting issues of urbanization and urban infrastructure particularly in the increasingly urbanizing parts of the global south (UN-Habitat, 2008, Tao, 2011; Fragkias and Seto, 2012, Leemans, 2012).

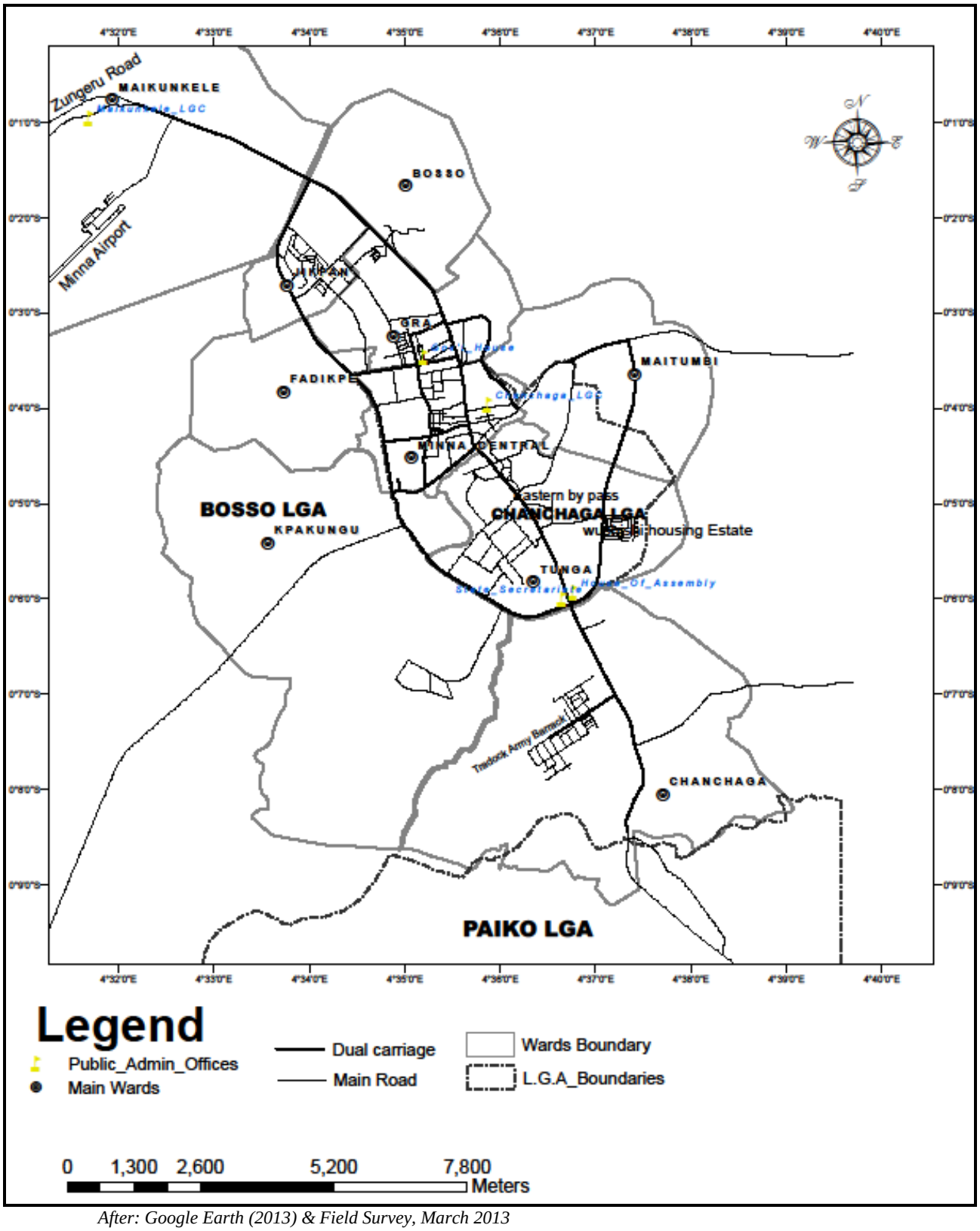
The analysis of the processes and measurement of the outcomes of CBO activities have the potential to enhance policy makers' ability to develop appropriate modalities needed for CBOs intervention in urban development. A detailed analysis of the different urban development participatory constraints that are faced by CBOs is thus of great importance to planning and management of cities today as it provides answers to issues relevant to purposeful intervention by various agencies (UN-Habitat, 2008). Lessons from the explanation of outcomes are also required in identifying the determinants of a viable CBO, and also in assisting government to work out appropriate mechanisms for enlisting CBOs' contributions to urban development and management.

1.6 SCOPE OF THE STUDY

This study is about the examination of the activities of CBOs in Minna the administrative capital of Niger State, in central Nigeria. It is also an analysis of the state of the involvement of CBOs in urban development and management in the metropolis. This was carried out by assessing the collective efforts of CBOs in meeting prevailing deficits in urban social, economic and physical infrastructure development. This is for the purpose of identifying the appropriate modalities needed for intervention in order to improve urban development. Hence, this research is basically on urban development projects by urban based CBOs through the analyses of data on the human, technical,

managerial and financial capabilities of the community organizations in order to ascertain their potentials, strengths and weaknesses as urban development partners.

The study excluded rural based CBOs. The rural based CBOs have their activities predominantly in rural areas as part of rural development programmes (Ariyo, undated) and are thus outside the focus of this study. The study covers the metropolitan area of Minna that is basically composed of two Local Government Areas (LGAs) of Chanchaga, Bosso and the adjourning Tutungo ward in Paikoro LGA in the newly expanding southernmost part of Minna (Figure 1.1). Chanchaga LGA is comprised of the central areas of the metropolis and it is where virtually all the urban based CBOs in the study area are found. Bosso LGA with its headquarters at Maikunkele on the northern extreme end of the metropolis is mainly comprised of areas on the outskirts of the traditional settlement that has educational, government and military establishments. The study also covered Shango and Chanchaga wards in the south; Bosso and Maikunkele in the north; and Nyikankpe (Gurara) in the southeast. The study, however, exclude the peripheral rural settlements of Gidan Mangoro and Gidan Kwano that are permanent sites for the National Examinations Council and the Federal University of Technology (Figure 1.1 and Plate I).



After: Google Earth (2013) & Field Survey, March 2013

Fig. 1.1: Main Wards in Minna



After: Google earth (2013)

Plate I: Location of Minna

The area coverage of this study does not include institutional land uses in Minna. Institutional land uses are mostly non-residential with activities incompatible with the dictates of community development associations including CBOs. In this research, the institutional land uses are the Army and Police barracks and training facilities; educational establishments like boarding schools, universities, college of education or polytechnics. Other components of the study area that were exempted from data acquisition exercises include government establishments like the Government house, the State House of Assembly complex and the State Secretariat.

In soliciting information from respondents, questionnaire items mainly dwelled on the humanitarian activities of external agencies and avoided issues of monetary benefits, profits or gains these bodies stands to acquire or have gained through their engagements with CBOs. In regards to associating with political parties, this study featured on the acceptance of assistance or collaboration with political groups and not on what political group have gain any advantage by engaging with CBOs or what political groups, party or organization patronize them more than the others. This research does not also consider the main political affiliations of CBOs as a body, or that of the CBOs' project sponsors, members or beneficiaries. This is more so as CBOs are free and voluntary organizations (Mallam, 1997; Whitzman, 2008; Tao, 2011) that accept members from all walks of life.

Though this study seeks a holistic explanation of urban development efforts by CBOs, it does not emphasize the places of origin of the members of these CBOs. This is for the fact that CBOs are open organizations that accept members irrespective of their places of origin or faith. In assessing the CBOs' engagement in development projects, it does not seek any explanation as to why urban services and infrastructure are not extended to some areas of Minna. The ever increasing inadequacies of financial resources have already explained why governments could not service all areas of the rapidly expanding metropolis.

The social and economic deprivations individual residents or members of CBOs are facing in Minna is also outside the reach of interest of this work. The wide spread inadequacies of urban infrastructure is taken as the main reason for CBOs' engagement in development projects. The study is basically an analysis of the outcomes of the

collective efforts of CBOs as they augment urban infrastructure and services delivery to meet the rising demands for a functional urban environment.

Although, all the wards in Minna were sampled for this study, the extreme peripheral rural settlements and the newly established neighbourhoods like the Gidan Mangoro and Tutungo areas, were not taken into consideration. This was because of the distinct socio-economic and cultural activities of these areas from those of the main urban area where the study is focused. Again, these largely newly settled areas are dominated by unoccupied private housing developments as at the time when field information was acquired.

1.7 RESEARCH DESIGN

According to Selltiz, Wrightsman and Cook (1976:90) a research design is 'the arrangement of conditions for the collection and analysis of data in a manner that aims to combine relevance to the research purpose with economy in procedure'. To realize these objectives, field survey for this study covered the main characteristics of CBOs, and members of the communities with regards to self-help urban development and management projects. The main activities of the study are presented in Figure 1.2 as research design.

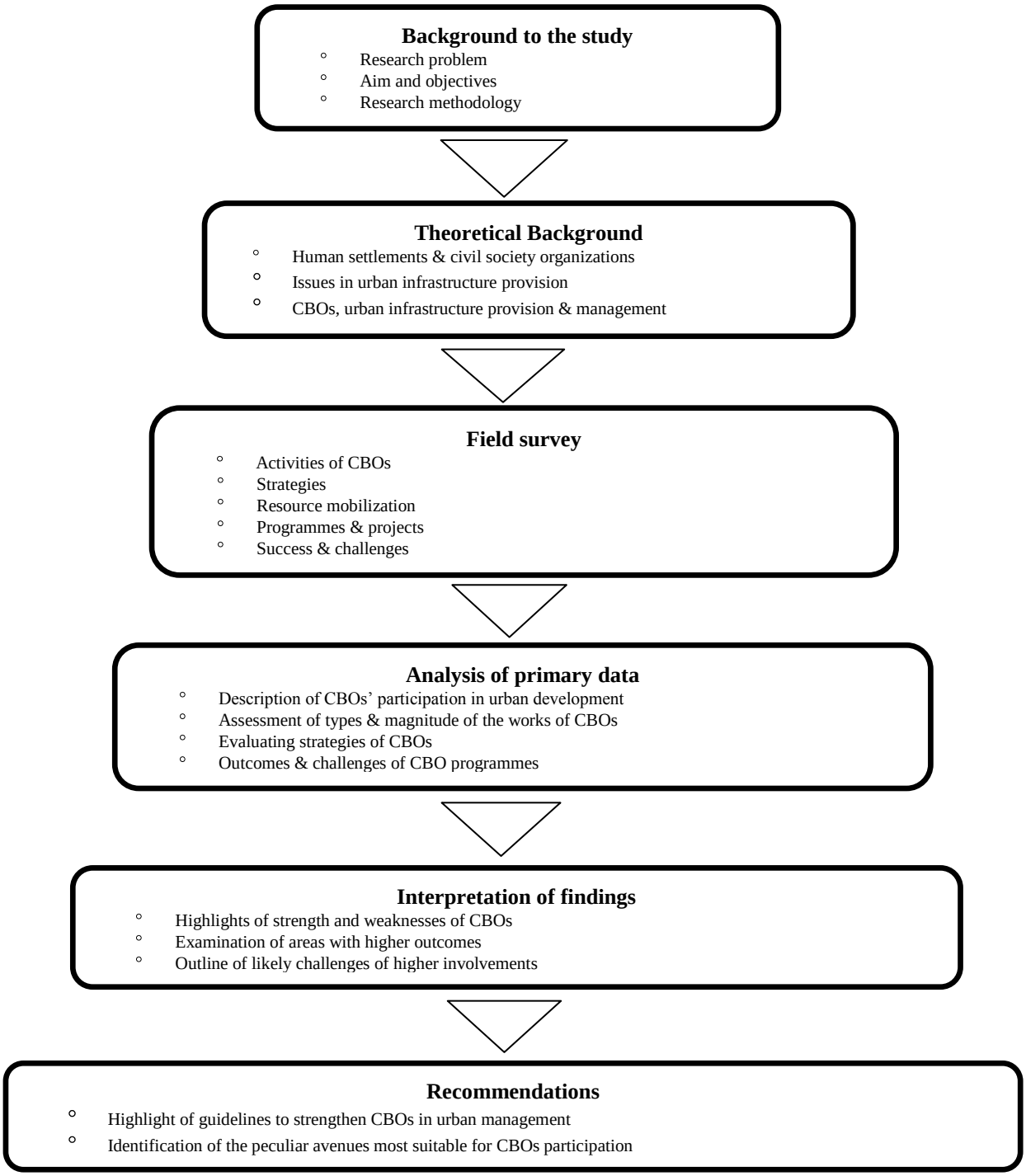


Fig. 1.2: Conceptual Research Design

In order to have a true reflection of the issues of this research, this study sampled CBOs in all the study areas. Being a research that is dealing with community organizations as against individuals or households in the community, the number of the

issues and respondents were not too enormous to handle. Having this in mind, data was acquired from all the 36 main wards that make up the study area. However, for effective analysis, the sample points were grouped into ten (10) wards based on the geographical centrality and similarity of socio-economic circumstances in the areas.

This study adopted different approaches to data acquisition. The mixed methods of data generation was informed by the fact that interdisciplinary and intercultural approaches in research increase the chances of producing holistic knowledge that accommodates other worldviews (Wilson, and Zhou, 1992; Schneider, 1999; Whitzman, 2008; Isaksson, 2014). Furthermore, 'the ever changing field of economic geography (planning in particular) has adopted this trend in order to increase commitment to empirical diversity' (Clark, 1998; cited in Poon and Cheong, (2009:591). This is because 'such diversity is best manifested in grounded fieldwork that involves some level of interaction between the researcher and the researched or among the researched' (Poon and Cheong, 2009:591).

1.8 GROWTH AND DEVELOPMENT OF MINNA

The history and spatial developments of Minna is closely tied to the commercial, administrative and technological changes brought by the colonial and later by the indigenous governments after the country's independence in October 1960. This section is on the historical and political developments of Minna from the colonial era to the present.

1.8.1 Physical Location of Minna

Minna is a metropolitan settlement located in the southern Guinea Savannah vegetation belt of central Nigeria. The settlement is located on Latitude 9˚ 37'N and

Longitude $6^{0}33^{/}$E (Longman, 2003; FUT Minna, 2008 and 2013) and bordered by latitudes $9^{0}33^{/}$ and $9^{0}42^{/}$ to the north and longitudes $6^{0}27^{/}$ and $6^{0}35^{/}$ to the east (Googlearth, 2012). Minna, is presently the administrative capital of Niger State, Nigeria, and, it is about 120km away from the Federal Capital Territory, Abuja through the south-eastern Minna-Suleja road (Plate I).

1.8.2 Physical Characteristics of Minna

Minna is a metropolitan settlement located in the southern guinea savannah vegetation belt of central Nigeria. Besides being a regional administrative capital, Minna is also the headquarters of Chanchaga Local Government Area (Umar and Kawu, 2011). The largely administrative settlement is majorly on a geological base of undifferentiated basement complex of mainly gneiss and migmatite to the North-East of the town where a more or less continuous steep outcrop of granite occurs (Lock, 1980). These physical features coupled with adequate annual rainfall and good soil has placed the town in a position of great advantage for urban farming and related activities.

Observers have noted with the evolution of the town to a regional administrative capital, the settlement has grown to a large metropolis housing over 317, 465 people on a land of about 6,784 square kilometre encompassing dozens of residential neighbourhoods and political wards (Lock, 1980; NPC, 2006; Dukiya, 2008; Umar and Kawu, 2011).

1.8.3 Socio-economic Characteristics of Minna

Minna is often regarded as an old settlement, however, it is a new creation compared to the many traditional or pre-modern or pre-colonial settlements across the country (Udo, 1980; Usman, 1981; Sani, 1985). Hence, there is virtually little known

about this settlement before the 1900s. This explains why many writers referred to it as a colonial town or a post- 1900s settlement. The town is basically a Gbagyi settlement which before 1900s comprised of separated entities settled at the various hill-tops dotting its landscape today. It took time before these indigenous groups finally come down to live amongst the people (mostly migrant workers) residing at the low lands. This was at the eve of the birth of modern Minna when European contacts with the region began from all corners of the emerging regional capital (Gana, 1983; Lock, 1980).

Minna is mainly comprised of civil servants who are majorly lower cadre staff. This characteristic has given the metropolis the symbol of a settlement peopled by largely low-income earners (Yunusa, 2013) lacking any stack differentiation in economic or social status in the real sense. The indigenous Gbagyi populations inhabiting the city fringe settlements of Gidan Mangoro and Gidan Kwano, are mainly engaged in farming activities with Minna as their major market. This people are today increasingly facing the problems of urban encroachment as city development continue to engulf and annex these settlements and areas of livelihood.

The eventual movement of the seat of the federal government of Nigeria to Abuja; which is just 150km away in 1991 (Plate I), and the increasing populations and empowerment of civil servants with the re-emergence democratic rule across the country in 1999, have further made Minna a relatively quiet hilly settlement, a hub of urban growth and expansion. These phenomena are the latest additional impetus to the city's ever increasing social, economic and demographic status in recent times.

1.8.4 Socio-economic Transformation of Minna

Between the closing days of the 19Th century and the first decades of the 21St century, Minna can be said to have witnessed a number of transformations. Many works (Nadel, 1961; Jiya, 1977; Lock, 1980; Gana, 1983; Bwari, 1990; Ahmed, 1995; Ndayako and Kawu, 2011; Umar and Kawu, 2011) have shown that within these periods, the town transformed from a mere settlement with most of its inhabitants at hill tops in the 19Th century to a modern state capital within a period of a 100 years. These transformational epochs can however be sub-divided into three transformational development stages.

1.8.4.1 The Beginning of Transformations

The early settlers and founders of Minna town lived on the top of the range of hills which line the eastern (Paida Hills) and northern wards (Bosso Hills) of the present Minna. Evidence of early settlement on the hill tops remained in the form of dilapidated foundations, broken pots and many Baobab trees that characterised ancient towns in the north (Lock, 1980).

The major event at this period was first in 1905 when the construction work of the rail line got to the area. Then, the main construction workers comprising Gbagyi, Nupe and Hausa tribesmen were accommodated at different camps in the present Keteren Gwari, Kwangila, and Limawa wards respectively for easy access and to also discourage desertion. And finally in 1910, the Gbagyi inhabitants decided to move from the hill top to settle down at the present Paida area – which today houses the Emirs

Palace, Chanchaga LGA Council headquarters, the Town's only stadium, and the its lone Prison Yard that is today managed by the Nigerian Prisons Service.

1.8.4.2 The establishment of the Township and the Emirate of Minna

In 1911 the construction of the main rail line within Minna had been completed and the first locomotive engine (known as Wushishi) arrived in the town. This rail transportation was to serve as a link between the Savanna region of the country and the outside world especially colonial Europe who need non-forest agro-products from Nigeria and similar colonies to feed their fast growing industries. The establishment and operations of the railway transportation further brought influence and much awareness to the railway camps that, within a relatively short time, they gradually overshadowed the influence of the Gbagyi indigenes. However, between 1934 and 1950 the Minna Council – comprising representatives of the various settlers was formed, and; finally in November 1950 a Gbagyi Chief was enthroned for the entire region.

This period witnessed the changing status of Minna as a mere settlement for railway workers to a regional capital, a region for the concentration of modern amenities and services. This status also add to it the role of a growth pole and growth centre in the region long before the creation of Niger State. By the virtues of these increasingly important roles it has been playing for the growth and development of the entire region, Minna can be regarded as established and functional regional centre.

1.8.4.3 The Modern and Present Day Minna

This period witnessed the fastest growth in the history of the town. This growth in population and land use were planned and coordinated. Already, the town has a two-

decade master plan prepared for the period of 1980-2000 to guide its development immediately it became the Seat of government of Niger State. It was at this period that many secondary and tertiary educational institutions were built along with the establishment of many federal and state institutions, housing estates, and the construction of intra and inter-city roads. Although there was rapid increase in the population of the town, urban expansion was quite limited partly for the fact that the city's work force was small, most of the civil servants have small families and public housing by the government was hardly over-stretched.

The present day Minna can be said to begin with the establishment of democratic government across the country in 1999. This is a period that witnessed the birth of democratic institutions, policies, and structural adjustments to suit the requirements of democratic government and governance. Unlike the previous periods, this particular one is characterised by little or no government of public investment in urban infrastructure and facilities. Housing estates were no longer built solely for the public or government employees, in fact; the existing housing estates across the entire state were sold to the civil servants on owner-occupier basis in 2005.

This scenario brought about unprecedented growth in the number of private housing in the state capital and also across the entire state. Communities devised means of acquiring infrastructure and facilities through the proliferation of CBOs and trade associations. Industrial activities of selling, making, or fabricating building materials continue to feed the bourgeoning real estate sectors in response to the private construction of private housing and housing estates, retail premises, schools.

1.8.5 Economic Development of Minna

There is little known about Minna before the 1900s. It is thus a colonial town or a post-1900s settlement (Jiya, 1977; Lock, 1980). Before the 1900s Minna comprised of separated homesteads at the various hill-tops that dot the general landscape. Over time, these indigenous groups came down the hills to live on the low lands together with the migrant workers. This was on the eve of the birth of modern Minna when European contact with the region was already felt from all corners of the emerging regional capital (Lock, 1980; Gana, 1983).

All the groups that have settled in the different neighbourhoods of the metropolis have histories that highlight the main sociocultural occurrences responsible for the early growth and development of Minna. In a brief summary, Lock (1980) and Gana (1983) have shown that the present day Minna has undergone a number of transformations within a period of a century to become an urban area that it is today.

The initial development activity responsible for the growth of Minna was the rail line construction. According to Lock (1980) due to lack of labour, the construction workers were mostly immigrants of Gbagyi, Nupe and Hausa extractions who were accommodated in separate camps that are now Keteren Gwari, Kwangila and Limawa wards of Minna respectively. The three camps became permanent settlements amongst the main wards of the town. These camps gradually grew and overshadowed the influence of the indigenes, who were, up till that moment, largely residing at the hill tops. But, the enthronement of a Gbagyi Chief for the town in 1950 further established the Gbagyi hold on the town. By 1951 the town became the provincial headquarters of a new Niger Province and later changed to Divisional Headquarters during the military regime of 1967–1976. The rapid population growth and accelerated physical development of the town started when Minna became the capital of the newly created

Niger State in February, 1976. Before this time, the town was part of the North-western State administered from Sokoto which is some 607 km on the north-west fringes of the country (Plate I).

In response to these developments, over a period of time, Minna has transformed from a number of scattered agrarian homesteads to a state (regional) capital. The construction of the Zungeru – Kaduna rail line brought construction workers that were comprised of Gbagyi, Nupe and Hausa people to Minna. As a follow up to this, other developments such as the first primary school, the Minna Central Primary School, a stadium, and a Prison Yard were established in the town.

The construction of the rail line within Minna was completed and became a train station. These developments further increased the population of the town. Between 1934 and 1950 the Minna Council was formed and in November 1950 a Chief, Alhaji Ahmadu Bahago who reigned from 1950 to 1988 was enthroned for the entire city. This was no doubt a period of peaceful co-existence between the various ethnic groups in the town.

Other developments that boosted the growth and expansion of Minna include the building of an aerodrome in 1929, the construction of Bosso Dam in 1949 and later the Chanchaga dam in the late 1960s. Electricity power supply got to Minna in 1962 and this further gave impetus to industrial development and employment creation. By February 1976, Minna became the seat of a regional government with the creation of Niger State out of the old North-western State.

As a state capital, Minna attracted more developments and population had continue to grow. For example, the town had a population of about 30,000 people in

1970 (Al-Handasah, 1974) and this more than doubled to about 78,480 in 1979 –barely three years after the creation of the state in 1976. This population grew to 192,413 in 1991 (Gana, 1983; NPC, 1991 and 2006; Jemaku, 2007). This average 7.9 per cent annual growth rate, which was almost three times the national average of 2.83 per cent. The number of residents of Minna reached 265,626 in 2000; 287,608 in 2006, and to 317,465 in 2010. At an estimated average annual growth rate of between 2.5 to 2.9%, the population is expected to hit 359,183 or a little short of 360,000 in 2015 (Lock, 1980; NPC, 2006; Dukiya, 2008). This rapid and unprecedented population growth has continued to have implications (Baba and Jinadu, 2008), especially for urban development and infrastructure provisioning in Minna (Owoyele, 2006; Baba and Kawu, 2008; Kawu, 2012a and 2012b).

When Minna became a state capital, a twenty (20) year master plan (1980–2000) was prepared. It was in this period that a university was established. It was also within this period of 20 years that many Federal and State institutions were established, housing estates were built and intra and inter-city roads were constructed. The growth and expansion of Minna not only became rapid but were observed to be concentrated along the main arteries of the town (Gana, 1983).

It should be noted that, at this initial stage of the town's development, the public sector was basically responsible for the provision and maintenance of all amenities for Minna. The government continued to extend urban infrastructure to virtually all sectors of the metropolis. Thus, virtually all parts of the town had basic facilities, services and utilities though there were shortcomings in the provision of infrastructure.

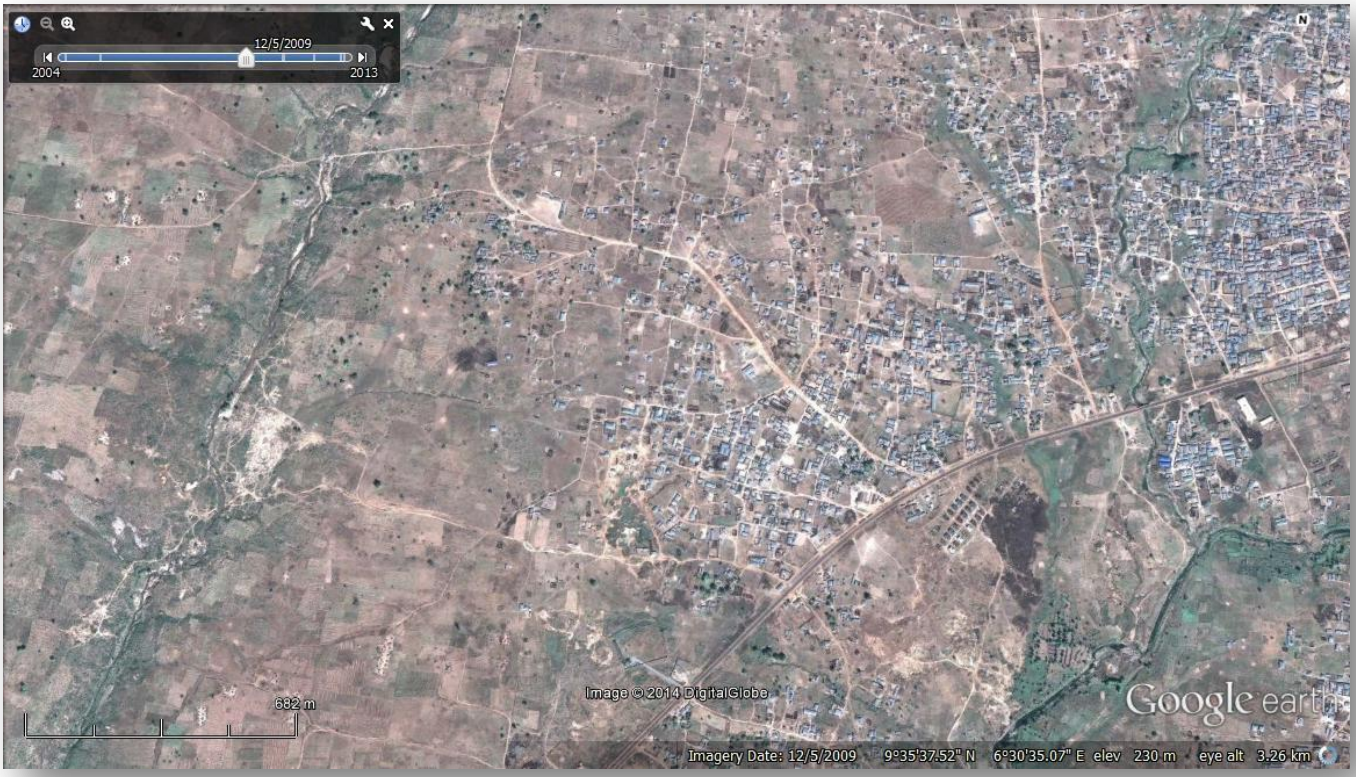
Since year 2000, the demand for urban services and infrastructure development and management grew greatly. At the same time, infrastructure delivery by public agencies declined. For instance, residential housing accommodation were no longer built by the government and existing government-built housing estates were sold to civil servants on owner-occupier basis in 2005.

This brought about unprecedented growth in private housing as individuals and communities devised different means of providing basic housing needs. Yet, development and provision of other basic infrastructure was not keeping pace with urban growth due to the rate of population growth and uncontrolled development. Uncontrolled physical growth comes along with its problems of environmental degradation, poor and epileptic supply of services, traffic congestion, lack of accessibility, crime, formation and the retention of slums and squatter settlements. The neighbourhoods of Nyikankpe and Gbeganun – southwest of Minna, for example, expanded many folds within a period of five (5) years (Plates II and III) with attendant land use intensification and subsequent infrastructure demands. The increasing concerns for these and many other problems gave birth to the formation of different CBOs across Minna.



Source: Google earth (2015)

Plate II: The Neighbourhood of Nyikankpe in 2004



Source: Google earth (2015)

Plate III: The Neighbourhood of Nyikankpe in 2009

1.8.6 The Evolution and Historical Development of CBOs in Minna

The social, ethnic, economic and demographic composition of Minna provided a fertile ground for the formation and operation of Community Based Organizations that are to later complement in urban infrastructure and services delivery. At the initial stages of the growth and development of Minna, the formation and growth of community associations were inspired by issues affiliated to cultural and regional concerns (Lock, 1980). Hence, the associations that emerged were attached to cultural, tribal or regional issues, going by their names and activities (Al-Handasah, 1974).

There was hardly any documentation of community organizations' involvement in urban infrastructure provision or management beyond the communal joint efforts by extended family members. This was because the public sector was fully responsive to the needs of her workers and the general populace. This is why, up till today, the initial settlements, do not lack the provisions of urban facilities and services like water supply, road, or drainage; what they surfer from is inadequate maintenance or complete abandonments.

But, with irregular supply of electricity power, increasing inadequate road connectivity, insufficient paved drainages to guard against flooding, communities began to sort assistance through self-help initiatives. This explain why response to lack of proper urban sanitation, inadequate healthcare facility provision, and neighbourhood security are issues dominating agenda of many intervening bodies including CBOs in the fast expanding town.

The re-emergence of civil rule and the re-instatement of democratic government in Nigeria on the eve of the 21st century in May 1999 brought in many benefits and challenges to the country. One of these challenges is the uncontrolled nature of urban growth and development witnessed within this short period of one and half decade. Uncontrolled growth comes along with its problems of environmental degradation, congestion, lack of accessibility, crime, formation and retention of slums and squatter settlements, amongst others. The bitter experience gave neighbourhoods and communities ample opportunity to take part in urban development and management at all facets.

CHAPTER TWO

THEORIES AND MEASUREMENT TECHNIQUES OF PARTICIPATORY OUTCOMES OF URBAN DEVELOPMENT

2.1 INTRODUCTION

In all human societies, growth and development are goals in all socio-economic aspects of life. In this context, development is seen as a continuous positive change; or largely as a deliberate and continuous process of economic, social and political transformation in a desired direction (Usman, 2004). When defined as the process of social, economic, political and physical change or transformation indicated by a quantitative improvement in the standard of living of people (Obasanjo and Mabogunje, 1991), development then encompasses all aspects of the socio-economic activities of people in urban or rural communities (Ariyo, undated; Seers, 1969; Rodney, 1972; Jordan, 2013). That is, 'the process of improving the quality of human lives' (Todaro and Smith, 2009:820).

Infrastructure is the basic structural foundation of a society (Yunusa, 2012 and 2013). Infrastructure is also regarded as a settlement's economic foundation, and the life wire of the economy (Kindersley, 2007; Todaro and Smith, 2009). In Nigeria, between the 1960s and 1970s, development plans were formulated for infrastructure provisioning. During this period, infrastructure projects included building, rebuilding and the maintenance of roads, urban water supply, and electrification of settlements (Olatunbosun, 1978; Olorunfemi, 1990, Yunusa, 1991; Yunusa and Ahmed, 2012).

This notwithstanding, many African countries still lack social, economic or even political transformation in desired sectors and direction (Rodney, 1972; Usman,

2004;Kaltho, 2007). The severity of inadequate infrastructure development is evident in the lack of functional infrastructure in Africa's bourgeoning cities (Badiane, 2006) and can be argued as the major cause of many ills of the increasingly urbanized Africa (Mabogunje, 1996 and 2005; Ayotamuno, Gobo and Owei, 2010; Hassan 2010). As a collective reaction to the failure of governments to adequately provide development infrastructure, individuals and groups are increasingly coming together to complement the efforts of governments to deliver and manage infrastructure. Based on this, Community Based Organizations (CBOs) were formed and continue to strife in increasing number of urban communities of developing countries (Mabogunje, 1999; Cabannes, 2004; Ibem, 2009; UN-Habitat, 2009a).

2.2 CONCEPTUAL FRAMEWORK

The involvement of beneficiaries in urban development and management has been an important issue for urban infrastructure provision and management; where services are rendered to all neighbourhoods of a town, the involvement of these beneficiaries and their groups becomes crucial (Anan, 2003; Yunusa, 2006; Barbier, 2010). Even though this has become a global issue (Satterthwaite, 2005; UN-Habitat, 2005; Sani, 2006; OCHA/IRIN and UN-Habitat, 2007; Satterthwaite and Sauter, 2008; Hassan, 2010), works on urban development and infrastructure provision are mainly on the assessment of the: willingness to pay; available opportunities (Gunn and Kaltho, 1998; Kawu and Owoyele, 2008); over-exploitation of the poor (Sani, 2002); activities and connections between stakeholders (Ukoje, 2004); gender specific issues (Garba and Salihu, 1993; Opare, 2005; Gunn, 2009); relationships with national policy makers, and with multilateral institutions (Botkin and Keller, 1998; Gunn and Kaltho, 1998; Gunn, 2000; Bigg and Satterthwaite, 2005; Opare, 2005; Matthews, 2011; Cunninghan and

Cunningham, 2012); the determinants of environmental conditions in poor urban neighbourhoods (Gunn, 2000; Ukoje, 2004); or the characteristics and achievements of urban environmental management groups (Mallam, 1997; Agbola and Jinadu, 2006; Scott, 2006; Agbola, 2007; Sida, 2007; Yunusa, 2008; Thohir, Harfidz and Sauter, 2009).

Because many CBOs do not do well (USAID, 2005; Mabogunje, 2008), the masking of poor outcomes and the circumstances that create them has denied planners knowledge of the urban development activities that CBOs are best suited to undertake. As negative outcomes are hidden at one end, the impression usually carried is that CBOs are convenient instruments for participation in all areas of urban development (Blakely and Bradshaw, 2002; Adeboyejo, 2008; Bishop, 2008; Biermann, et al, 2012a, and 2012b). The shortcomings of such approach and the implications are the issues that existing research have ignored. Whereas the activities of CBOs have no doubt received renewed attention in recent years, literature has been lacking on CBO participation and outcomes across urban sectors with little also said on resultant shortcomings and their explanations. In a related context, less is said for instance, about how CBOs make choices on projects, develop and manage them and particularly what categories of limitations they usually encounter with participatory collaboration in urban development and management.

Such exploration connects to finding explanations for CBO outcome as for instance, with identifying the influence of technical, socio-cultural and institutional constraints (Gihring, 1977; Kawu, 2013), etc, to effective participation and the relationships between them. The determinants of CBO activities and the resultant outcomes do not only require identification and disaggregation, but also deserves

comparative analyses to establish degrees of importance and influence on stakeholders and urban governance in general. When done, this will provide better understanding of CBO participatory capacities for use by urban planning in choosing appropriate participatory frameworks of urban management. Isolating the limitations of CBO participation and outcomes in specific urban development activities is therefore the gap in knowledge from previous studies that is filled by this research. The issues are addressed using Minna as a case study.

2.3 PUBLIC PARTICIPATION

Participation is a term that has been defined by different individuals and organizations to simply mean a voluntary process by which providers, stakeholders and beneficiaries take part in, or contribute to achieve a stated goal, or influence public decisions and or actions (Warlick, 1973; Mabogunje, 1999; Jinadu, 2004; Schwarte, 2008; Cornwall, 2008; CAG, 2009; Mohamed, 2009; IIED, 20082011; Ukoje, 2011; Claridge, 2013). It is due to its wide application and relevance that the term participation is often used synonymously with community participation, citizen participation, or residents' participation, - as indicated by a diverse number of authors in the field (George, 1999; Jinadu, 2007 and 2008). The operational definition of the term, adopted by different interests has in most cases been specific in highlighting the objectives of the stated engagement. For example, in governance, 'participatory governance is a term used when democratic government involves ample opportunities for citizens and their organizations to engage with government' (IIED, 2011:9). In the field of municipal waste management, participation is seen as a voluntary process by which stakeholders, CBOs, NGOs, formal and informal businesses, and households

contribute to solid waste management (World Bank, 2005; Agbola and Jinadu, 2006; Baba and Jinadu, 2008; Ukoje, 2011).

The definition of participation by experts (Rifkin and Kangere, 2002; Perenboom and Chorus, 2003; Oduwaye and Lawanson, 2006; Davies (2010; Page and Mennel, 2011; O'Reilly, 2011) as the informed, autonomous and meaningful involvement of a community in influencing decision making and action, underlies the normative concepts and aspects of public engagements in recent time (Schwarte, 2008). As highlighted in the field of urban power structure and decision-making, 'participatory urbanism' is increasingly seen as 'the product of civil engagement' (Barnett, 2011:21). Whenever participation is viewed as an outlet where members of the public 'taking part in any of the processes of formulation, passage and implementation of public policies' (CAG, 2009:1); then, the concept of community participation has attained a wide ranging definition which extends the emphasis of public participation beyond the development of policy, to decision-making and implementation (Green and Minchin, 2012). When viewed through the lenses of redistribution of decision-making powers (Ghiring, 1975 and 1977; Yunusa, 1979; Schwarte, 2008), community participation becomes 'the means by which disadvantaged citizens can significantly take part in social reform, which enables them to share in the benefits of the affluent society' (Arnstein, 1969:216). This definition is focused on the disadvantaged members of the society and thus further emphasizes that even if initial planning and or project decision had excluded the less privileged members of the society (Nwankwo, 1998; Mabogunje, 1999; Baum and Gleeson, 2010), the management of the resultant infrastructure and facility should include the 'groups in the future and to enable them to play a role in determining the shape of that future' (Arnstein, 1969:216).

2.3.1 The Need for Public Participation

Participation is an essential tool in virtually all aspects of human endeavours. It is always emphasized that inputs of the beneficiaries of any project should be involved in all aspects of the project (Arnstein, 1969; Mitlin, 2004a; Mabogunje, 2005; Musa, 2008; Satterthwaite, 2008; Satterthwaite and Sauter, 2008; Yunusa, 2008; Mitlin and Satterthwaite, 2013; Satterthwaite and Mitlin, 2013). Participation is usually reckoned with when high benefits are expected for either individuals, groups or organizations in the community (Boyd, 2005; Solis, and Richardson, 2010; Ibrahim, 2012). Many agencies across the world do place high regards on community participation; as public participation in development is not only a requirement, but also a condition for success (Reid, 2000; Reid, 2005). Several studies have documented the benefits of general participation, and shown that communities that engage citizens and partners deeply in community development raise more resources, achieve more results, and develop faster and ultimately more beneficial to the people (Yunusa, 1979 and 2015; Olatubara, 2009a; Raftree and Nkie, 2011; Barnett and O'Neill, 2012; Csefalvay and Webster, 2012; Jacobs, 2013). In other words, public participation enhances project resources mobilization and heighten positive outcomes economically and socially too (Banz, 1970; Cabbanes, 2004; Ibrahim, 2012; Reid, Chambwera, and Murray, 2013).

The evaluation of the processes and outcomes of public participation lays the basis for strategic resource allocation for maximum project outcomes. Furthermore, a detailed examination of the processes of public participation has the inherent capacity to

highlight the roles of both the beneficiaries and sponsors of the development and establish the limits of all the stakeholders (Solis, and Richardson, 2010). The evaluation has the potentials to highlight the challenges of infrastructure provision and management particularly in the poor and growing communities of sub-Saharan urban areas. And more importantly, the evaluation demonstrates the extent to which the claim that 'the failure to reach all those for whom programmes are intended is frequently seen as a flaw in programme design or administration' (Warlick, 1973:12) can be supported.

2.4 CONCEPT OF COMMUNITY BASED ORGANIZATIONS (CBOs)

In urban centres people come together to take advantage of communal togetherness and collective wellbeing. In urban areas of developing countries, for example, many urban dwellers belong to one or more organisations for different reasons. Associations of urban dwellers promote the socio-economic wellbeing as well as religious and tribal ideological needs of the people of diverse interests and origin (Warlick, 1973; Ogbonna. 1992; Cornwall, 2008; Olatubara, 2009b; Salah, 2009).

A community is the smallest group in a territory and the smallest local group that can be a complete society in which each person knows all others; they share common social life, act together to provide or manage community projects (Brower, 2011). In an urban area like Minna, Community Based Organizations (CBOs) are made up of the people from diverse social backgrounds who have come together to live, share common challenges and resolve issues and as well provide livelihood activities (Olurin, 2006).

2.4.1 The Choice of Nomenclature

Community organizations are non-profit agencies that operate within localities. A CBO, according to SFUST (2007), is an agency that is non-profit, and provides public services. In developing countries, voluntary associations are called by many names such as local institutions (Adeboyejo, 2008), civil societies, grass root associations, self-help groups, indigenous organizations, or community organizations. They are commonly called Community Based Organizations – CBOs (Olurin, 2006). The term CBOs is used to give the voluntary organizations a broad and unifying identity. This all-encompassing terminology will differentiate these voluntary organizations from other organizations that provide technical support to urban development and management such as the international donor agencies and governments.

In this study, the choice of CBOs was informed by many advantages. Certain names and terminologies of urban associations have pronounced attachments to socio-economic and socio-cultural appendages rather than community development. Yet, urban associations represent people-centred approach to the complex social and environmental development issues (Mitlin and Satterthwaite, 2013). Faced with the realities of globalized urban environment (UN-HABITAT, 2003; Tibaijuka, 2006, 2008 and 2009), it is significant to use and apply terminologies that portray the aspirations and objectives of the associations. The use of local institutions for these organizations portrays ill-fated attachment to a higher but non-responsive state institutions. The use of Civil Societies for the associations presents a quick grouping of people in a hitherto militarized society (Fowler and Biekart, 2011). While the use of grassroots societies portrays the grouping of ordinary people in a community as opposed to the entirety of the communion (Encarta, 2009; Olurin, 2006).

In developed economies, CBOs are seen as providing 'public avenues of meetings of people based on co-operation between members of a community, to create and maintain buildings' (Sangregorio, 2000:11). The main drivers of Community Based Organizations are residents who are familiar with local history, conform to local customs, and have similar values and lifestyles (Mabogunje, 1999; Brower, 2011). Fundamentally, the CBOs ease routine family challenges and practices in an increasingly complex and heterogeneous population (Atkinson, 1995; CAG, 2009). Hence, the concept of CBOs, seems to have emanated from strong inter-community relationships, whose principal function is to promote developmental activities for the benefit of the society. In doing this, CBOs share the objective of finding collective solutions to common problems, Mallam (1997).

Whereas in the developed countries CBOs emerged due to inter-personal relations and neighbourhood activities like child upbringing, social welfare, the provision and maintenance of education curricula and infrastructure (Mabogunje, 1999), in developing countries of sub-Saharan Africa, the organizations represents organic response to the ineptitudes of the State and its equally less impressive agencies (Mallam, 1997; Mabogunje, 1999; Sani, 2006; Ukoje, 2011). This explains the continuous propagation and proliferation of CBOs in areas un-served or under-served by requisite urban infrastructure needed to take full advantage of city life and livelihood activities. CBOs have become so prominent in certain areas of urban communities that governments and others active in the formal sectors have begun to see the need to include them in urban services delivery and governance (Satterthwaite, 2005, 2008 and 2010; Mitlin and Satterthwaite, 2013).

The peculiarities that led to the emergence of CBOs in cities of developing countries raise questions on the roles of community organizations in providing urban functionality where infrastructure and services are procured by multiple providers. Particularly important - as Brower (2011:33) observed, is to satisfactorily answer questions like: 'can the qualities of CBOs that evolved organically be introduced to formal urban planning and management; if they can, have they been; and if so, where and how?'

2.5 CATEGORIZATION OF CBOs

CBOs are people oriented organizations in approach to socio-economic and environmental engagements. Experts have also noted that the community organizations are diverse and different from one another and have distinctive categorization. The main strain of categorization have been that of relating levels of participation to common divisions based on the groups' main activities or the socio-economic engagements.

Urban CBOs accept members from the general public, thus, a general categorization can be based on membership recruitment modalities, to show the ease of participation in development activities by members. This type of categorization is helpful in addressing the issues of CBOs' participation in development projects, their capacity to complete or deliver community development projects, dialogue, collaborate with external bodies, and forecast future trends and challenges (Population Reports, 2000 and 2001; Pimbert, 2005; Falade, 2010; Raftree and Nkie, 2011).

Also, studies have been undertaken on the different activities of CBOs in developing countries. There are diverse works on CBOs as much as the diversities of cities and the growing urban dynamics that warranted the formation of the community

organizations (Beall, 1997a and 1997b; Hardoy, Mitlin and Satterthwaite, 2001; Satterthwaite, 2005; Schwart, 2008). Yet, a study of the categorization and the link of dominant CBOs' characteristics to perform and challenges the CBOs have in achieving set goals seems to have eluded the attention of previous studies.

Ibem (2009) illustrated the extent to which local communities are involved in urban infrastructure provision in developing countries using a low-income agrarian rural community of Ohafia in South-eastern Nigeria. Adeboyejo (2008) observed that the monumental backlog in the provision, rehabilitation and maintenance of urban infrastructure, and, the increasing inability of the formal institutions in meeting urban challenges are the main reasons for the emergence of these and similar groups in Ogbomosho, South-western Nigeria. Olurin (2006) brought forth the challenges of environmental consciousness of communities and CBOs, as the main pivot for increasing civil engagement in many urban communities in Nigeria.

The analysis of the central issues of organization, operation, internal and external constraints, that present the main hindrances to achieving goals and objectives of many CBOs (Satterthwaite, 2004, 2011; Kaltho, 2007; Andres and Chapin, 2013) are lacking in the current state of knowledge. Furthermore, existing detailed documentation of CBOs' activities are not only rural biased (Pimbert, 2005), the model of engagement by the organizations has been shown to be divergent. This is more so where expectations of heterogeneous urban population is overwhelming and "getting people who have polarized views to sit together, listen to and learn from one another is a major challenge" Msuya and Salm (2010:33).

2.5.1 The Basis for CBOs' participation in Development

Full participation of prospective beneficiaries of development projects is sometimes a strong pre-condition for assistance (Mabogunje, 2005; Satterthwaite, 2005). The essence of community participation in development is 'the exercise of voice and choice', 'for the attainment of desired project goal' (Ukoje, 2011:24). To this end, Adedayo (2000:6) stressed that 'there can be no meaningful development in the country without effectively harnessing and integrating the potentialities of the citizens with government efforts' particularly through participatory decision-making and transparency. Participatory decision-making and transparency can ensure that there exist formidable relationship between development project financiers and project beneficiaries.

Public participation in urban development in Africa and other developing countries is growing with unprecedented urbanization. Even in highly individualistic societies of the west, CBOs are known to 'keep residents informed' on issues of welfare and general development of interest; 'steps in when residents neglect their properties, and act as intermediary in dealing with outside organizations and agencies'. CBOs are sometimes referred to as 'conduit for one voice' (Brower, 2011:32), as they are decentralized and close to the people they serve (Olurin, 2006).

Community Based Organizations are known to make contributions to the wellbeing of the people, the socio-economic development of the surrounding populations, and the progress of the environment as a whole. Adeboyejo (2008:130) observed that "they do not only have democratic content in their organizations and functions, they are very effective in mobilizing funds which have been used in executing urban physical development projects such as road construction and maintenance', and the 'extension of electricity to the new areas of the city'. These roles

are main contributions of these CBOs to the welfare and general development of the city.

Public participation is necessary in all development projects. Full participation by the beneficiaries of projects is highly valued, and, in certain circumstances, a pre-condition for donor assistance (Mabogunje, 2005; Satterthwaite, 2005; Spore, 2012). The rates of public participation have been used to gauge international assistance (Satterthwaite, 2005; Kamat, 2006), as well as rate of the success of programmes or projects by the government, the private sector or donor agencies (Arnstein, 1969; Warlick, 1973). It is pertinent to understand the ways it elicits beneficial participation or hinder outcomes of programmes and projects.

2.6 THEORIES OF PARTICIPATION

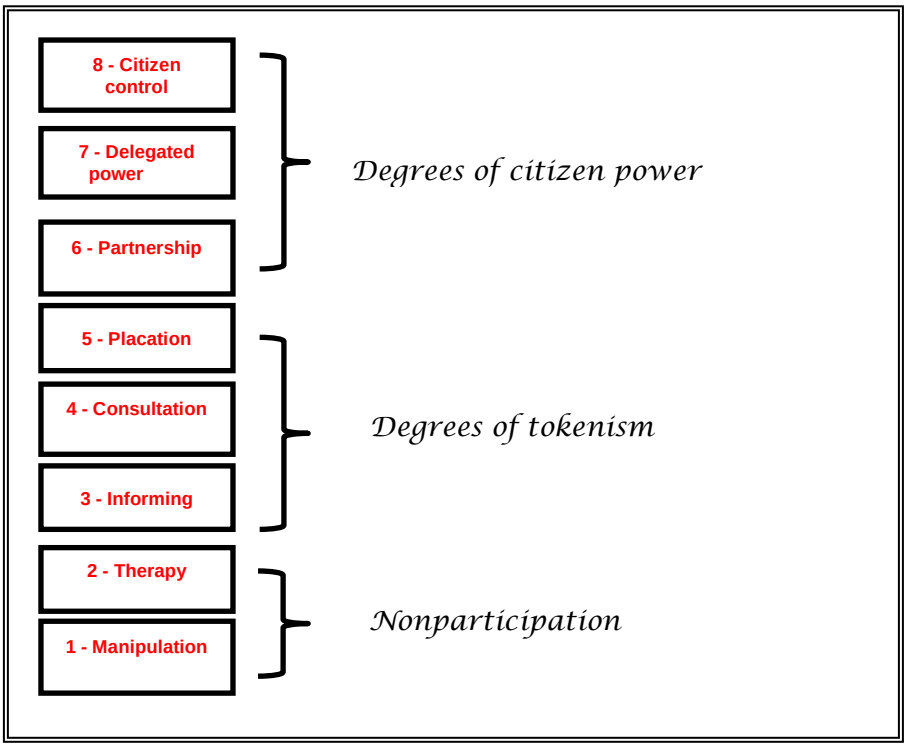
It has been noted that group or individual contribution to the fulfilment of a process or project is important and underlies the very essence of community participation. In this aspect, participation is a process which provides individuals the opportunity to influence public decisions and activities (Claridge, 2013; Isaksson, 2014; Lilyblad, 2014). Because of its wide application, the notion of participation is expressed as public participation, community participation, citizen participation, political participation or inclusiveness. Theories that explain processes of participation have long existed and are diverse as the general application of the term. Arnstein's (1969) gave the concept of community participation a base for analysing levels of participation with regards to policy formation and implementation by governments, the private sector and donor organizations.

Theories seek to explain reality as much as possible. Theories of participation were chiefly propagated to explain the different activities and processes involved when people are engaged in power sharing, decision-making or taking collective action. To a large extent, the theories of participation are derived from political science and development theory. The concept of participation became popular as a way of adapting recommendations of donor agencies regarding economic development and processing of aids to targeted groups in least developed countries. This has led to the emergence of a new definition of participation as the involvement of the community in the implementation of a project with the purpose of increasing the acceptance and efficiency of use.

The adoption of this view highlights the short-comings of the theories and explanations of participatory actions with regards to the expected outcomes vis-à-vis the involvement of the beneficiaries' communities in project implementation. Studies are needed to ascertain the inherent characteristics of the beneficiaries' communities that aid participation in development projects.

2.6.1 A ladder of citizen participation

Arnstein's ladder of citizen participation identified eight (8) different typologies of participation 'with each rung corresponding to the extent of citizens' power in determining the plan and or programme' (1969:216). At the bottom of the ladder is the level of manipulation or therapy, all through to citizen control which can be viewed as genuine participation. In between citizen manipulation and citizen control, there are other six stages – therapy, informing, consultation, placation, partnership, and, delegated power (Figure 2.1).



After Arnstein (1969:217)

Fig. 2.1: A Ladder of Citizen Participation

It is observed that in reality each of the steps or levels represents a very broad category and a wide range of experiences. There could be significant differences in the type and quality of the information, involvement, acceptance, and accessibility that is granted (CAG, 2009; Cornwall, 2008). In urban infrastructure provision and management, this translates to different categories of provisioning, access and distinct levels of affordability of facilities and services particularly in areas suffering from lack of effective public provision of urban infrastructure and efficient monitoring of mechanisms of maintenance and sustenance.

2.6.2 A ladder of citizen empowerment

A shift towards understanding participation as the empowerment of communities has necessitated the modification of Arnstein's ladder of citizen participation to a ladder

of citizen power (Burns et al, 1994). The ladder of empowerment contains a breakdown of the steps of the ladder into twelve to include more qualitative phenomena particularly at the lower and middle rungs (Figure 2.2).

CITIZEN CONTROL
12. independent control
11. Entrusted control
CITIZEN PARTICIPATION
10. Delegated control
9. Partnership
8. Limited decentralized decision-making
7. Effective advisory boards
6. Genuine consultation
5. High quality information
CITIZEN NON-PARTICIPATION
4. Customer care
3. Poor information
2. Cynical consultation
1. Civic hype

After Burns et al 1994; cited in CAG, 2009:3

Fig. 2.2: A ladder of citizen empowerment

Assessments have shown that 'A ladder of citizen empowerment', essentially treats community participation as a marketing exercise, in which the desired end result is 'sold' to the community (Harvey, 1989; CAG, 2009). The theory is short in highlighting the noted wide ranging experiences between the eight rungs of Ladder of Citizen Participation. And, just like the Ladder of Citizen Participation, A Ladder of Citizen Empowerment, is also noted to be short in achieving or fully explaining the time extent for achieving the desired full control or ownership by the community.

2.6.3 A continuum of involvement

Recognizing that power is not always transferred in apparently participative process, Wilcox (1999) described levels of involvement or participation as a continuum (Figure 2.3). This was supported by a philosophical progression popularized by the UK's regeneration approach to citizen involvement (CAG, 2009).

Information
Consultation
Deciding together
Acting together
Supporting individual community

After Wilcox 1999; cited in CAG, 2009:4

Fig. 2.3: A continuum of involvement

In this theory of participation, – a continuum of involvements, transfer of power to the citizens is continuous and initiated by the government or public agency seeking to involve citizens and beneficiaries in project development and management. However, the theory is short of explaining the common phenomena where the desire to participate to take control is always initiated by the people (Schaefer and Lamm, 1997; Schaefer, 2006). It is also noted to have left out scenarios where due to continuous shortages in resources, the activities of public agencies and donors record impacts when beneficiaries are involved in project planning and implementation.

2.6.4 Shortfalls in Theories of Participation

Mainstream theories of public participation appear to be based on the urge for citizens to take control of facilities and services provided by private and public agencies. Arnsteins' ladder of citizen participation, on which many are based, seems to

illustrate the feelings and needs of beneficiaries and how these are met by the service and facilities providers. These assessments see beneficiaries as one homogenous group and not differentiated by socio-economic and spatial circumstances.

These are the common short-comings noticeable across the many efforts to simplify the involvement of people in programmes and projects that affect them. The complexities of urbanization demands the identification distinction of the different players in all aspects of human endeavours (Borrini-Feyerabend, Pimbert, Farvar, Kothari, and Renard, 2004; Norius, 2011; Acemoglu and Robinson, 2012; Guillaume-Gentil, 2014), particularly, in cases where failure or under-performance of programme intervention often come with consequences (Robinson, 1949; Afrikainstitutet, 2008 & 2009; Reymen, 2009; Acemoglu and Robinson, 2012).

The assessment of the characteristics, projects, successes and failures of CBOs would help in making available data that can aid the understanding of peculiar strength and weaknesses of CBO projects. Applications and the adoption of the assessed characteristics also have the advantage of advancing knowledge of CBOs, their projects and successes. Paramount amongst these is the understanding of their modes of operations and achievable targets.

The theory of the continuum of involvement has the characteristics for explaining the many objectives and operational modalities of CBOs. As associations of volunteers, community development projects process of CBOs are identified and information freely passed to access support for the execution of projects of common benefit are currently not fully highlighted in the literature.

2.7 CRITIQUE AND MEASURING OUTCOMES OF PARTICIPATION

The need to measure processes and outcomes of participation continue to draw attention. Criticisms of the term and its general application outside the traditional civil agitations that brought the term into limelight (Arnstein, 1969; Leal, 2007; Rhodes, 2012) have also continued to attract divergent commentaries. In addition to the definition and applications, measuring outcomes of participation have also become a fertile ground for academic contributions that cut across different fields of human endeavours (Afrikainstitutet, 2009).

2.7.1 Critique of Participation

To a large extent public participation has always been part of urban development and management. It is an essential part of urban planning and has always had inestimable inputs in virtually all aspects and levels of planning (Vania and Taneja, 2004; van Dijk, 2006). This latter aspect is however what Campanella (2011a and 2011b) contended has relegated planners and the planning profession to the background even in cities planning and development. The relegation of planning originated when 'grassroots planning tends to assume a citizenry of Gandhian humanists'. That most people (who are participating) – in the planning process including its initiation, contents, approval or otherwise, are motivated by self-interest, and;

> '…..that is why it is a fool's errand upon citizens to guide the planning process. Most of these people are too busy, too apathetic, or too focused on their jobs or kids. So the very citizens least able to make objective decisions about planning action are the ones who end up dominating the planning process, often wielding near-veto power over proposals' (Campenella, 2011a:15).

This position needs a rethink as it is a variation of what obtains in areas with high inputs in project identification, planning, execution and management from

prospective beneficiaries. In addition, residents of ill-served neighbourhoods are often the initiators of such many schemes. The inclusion of the beneficiaries cannot be generalized with respect to other aspects of planning that requires public inputs (Gyuse, 2010). Issues at the heart of urban development and management needs contributions from different perspectives and command attention if it is initiated by the beneficiaries who suffer epileptic urban infrastructure and services. If the residents that live and work in the different neighbourhoods of cities are so interested as to commit their time and resources, then, they deserve to be given a place and recognition in planning process.

Community participation brings together stakeholders to plan, share and execute projects, activities or programmes in an inclusive manner. The need to ascertain levels of achievements, innovation and acceptance by the target groups for projects where community participation was emphasized has necessitated the need to evaluate the concept and the result of its application.

2.7.2 Attempts at Measuring Outcomes of Participation

In many instances, issues of equity and the evaluation of the efficiency of programmes have been behind the need to assess or measure participation (Arnstein, 1969; Warlick, 1973; Shirley, 2008). Others assessed participation through highlights of socio-economic and cultural variables of community residents (Yunusa, 1979). Warlick (1973) shows that the failure to reach all those for whom programmes are intended has made welfare rights advocates to demand a measure of target population's rates of participation in such public assistance programmes as food stamp, medical and medical aid projects of the 1960s and 1970s in the United States of America (USA). Consequently, the measures used to achieve this measurement include the aggregate participation, population participation rate, and, expenditure participation rate.

Besides being measures employed to assess the participation of beneficiaries to determine the effectiveness of programmes, these parameters have been noted to have excluded the durability and the sustainability of outcomes of participation. The 'population participation rates' indicates the proportion of the targeted population that receives project benefits. This does not differentiate populations by levels of need and therefore ignores differences in economic circumstances of benefiting population. The expenditure participation rate indicates the percentage of benefits that is disbursed' and 'provides a measure of the degree to which the economic needs of the targeted population were met. Yet, this too is an inadequate predictor of how cost changes with increasing participation' (Sharma, 2007:14).

Other attempts at measuring participation largely focused on scenarios to assess the extents of government intervention and could only be extended to the evaluation of extents of aid by donor organizations. These parameters do not assess particular internal and external characteristics that increase outcomes of project interventions through the encouragement of innovations (Newman, 2008; Montgomery, 2009; Newton, and Parfitt, 2011).

Theories of participation show that the estimation of aggregate participation (Warlick, 1973), measures the ratio of participation to eligible households among the targeted families. A major draw-back of this is that it 'may be controlled not only by manipulating the size of the eligible population but also by discouraging or encouraging (the) population' (Piven and Cloward, 1970:12).

2.7.3 Models of Measuring Outcomes of Participation

Urban areas are known to house different public agencies and private organizations. Residents associations are among the major players in urban development and sustenance in most cities of the developing countries. The increasing influence of these organizations have continue to form part of the inputs in most project interventions. This has increased the desire among academics and professionals, to identify and measure elements that determines success or failure of interventions due to participation by the project beneficiaries.

Whenever there is community participation in a project, the good result is usually obvious (Yamada, Brown, Smith, Zick, Kowaleski-Jones, and Fan, 2012). However, having a universal template for measuring the outcomes of participation have often been impossible. At the larger global forum, 'a consensus has evolved that the outcomes of local community development organizations are not amenable to traditional evaluation methods and that local self-learning versus knowledge production is a necessary concession' (Norius, 2011).

This stance has further been streamlined by works of Barder (2010) and Wang and Hofe (2010). According to Wang and van Hofe (2010:2), 'responsible planning entails a solid understanding and competence of the comprehensive and complex communication features including the physical, economic, and social factors that influence a community's future'. In practice, Barder (2010) emphasized that due to proliferation, community organizations do not require much assessment at present and emphasis should be on how to align their efforts with those of the people and the government at large.

2.7.3.1 *Participation Measured by Processes of Overcoming Barriers*

Most often, measures of participation are tools that can be used to identify and gain greater insights into factors that require action in order to overcome barriers and constraints in participation. Women Empowerment in Agriculture Index, for example, measure women's role and involvement in the agricultural sector with five factors of overcoming barriers into account. These factors are: 'decisions on agricultural production, access to productive resources, control of income use, leadership in the community and workload distribution, and, women's empowerment relative to men in their household' (Guillaume-Gentil, 2014:15).

The more the women take decisions, have access to resources, take part in community leadership, or have fair distribution of workload in agriculture and other socioeconomic activities, the higher is the expected participation. This contrasts what is happening at present (Brito and Smith, 2012), where women only work on lands they don't own and hardly take part in how resources are accessed or what should be the priorities of the community.

2.7.3.2 *Joint Projects with State Agencies and Other Organizations*

CBOs are not the only self-help organizations in urban settlements. There are other organizations and institutions in every urban area that can influence the outcomes of development projects. It has been stressed (Satterthwaite, 2005; Mitlin and Satterthwaite; 2013, Satterthwaite and Mitlin, 2013), that CBOs' relationship with external organizations like other CBOs, private individuals, beneficiary groups, and government agencies particularly those with the mandate to complement efforts of the CBOs, can be crucial to the success of development projects. In this regards, attempts to

measure participation often focus on the promotion of good working relationship, collective decision-making and the extent or degree of sustainability of the collective actions. This approach to the measurement of participation sees community development as a joint effort and assesses the process from decision-making to the sustainability of the projects or programmes based on the participants and the rates of inputs.

2.7.3.3 Measurement by Access to External Agencies

In order to fit into urban governance structure, organizations participating in community development are often assessed by the rates at which they are able to draw external attentions and funding to finance activities. This approach of measuring participation, sees CBOs as a mediator of needs of the community with other agencies. Such organizations are regarded as successful if they are able to attract external funding that addresses local issues on a sustainable manner.

Higher rates of participatory outcomes are recognized by the community's access to foreign donor agencies and NGOs. Unlike local agencies, foreign collaborators have been assessed to be more result oriented, focused on particular projects, and are gender sensitive. Local assistance could be delayed or found to duplicate projects without variation for differences in dominant social settings of a place. This can result when averages figures are used throughout the nation as against individual surveys to ascertain local peculiarities.

2.7.3.4 Measurement by the Extent of Information Dissemination

Knowledge of CBO projects by other organizations can promote the activities of the CBOs and further attract outside collaborations and assistance. Issues of the

awareness of self-help community development organizations and projects are crucial to the success of urban development projects and the sustainability of the projects too. It has been shown (Clingingsmith, Khwajaand Kremer, 2009; Croce and Ghignoni, 2012) that to a large extent, the awareness of the existence of community organizations can be gauged by the number of external agencies that are either aware of the existence of the CBOs or the activities that they embark upon.

2.7.4 Measuring CBOs' Participation in Minna

Diversity of the benefits of participation has attracted the attention of many assessors (Arnsteins, 1969; Mabogunje, 1996, 1999, 2005 and 2008; Rifkin and Kangere, 2002). Rifkin and Kangere (2002) in particular are of the opinion that there is no agreement among planners on the extent of contributions of CBOs in improving the lives of people. This has further necessitated the need to gauge participation to ascertain areas and levels of beneficiaries' involvement in the successes of numerous urban development projects in cities where the activities of the groups are increasingly needed and even felt as a need.

In developing countries, mounting pressure on public and private outlets of interventions has increased attention on the need to ascertain levels of success or otherwise of projects. Therefore, measurement of participation would be more appropriate if directed at the outcome of interventions. This is against previous attempts that usually limit similar exercises to levels and opportunities (real or imagined) for beneficiaries to participate (Barcelona, 2011) in programmes packaged to enhance human and environmental wellbeing (Arnstein, 1969; Warlick, 1973; Spore, 2012).

This study uses the approach devised by Norius (2011) in order to assess outcomes of CBOs' participation. According to this method, the 'basic criteria for an analytical framework to measure community development outcomes are embarked upon in order to 'clarify the current institutional mind set and suggest an alternative approach'. In practice, this entails; reviewing 'empirical data and existing social theory (that) provides the basis for a conceptual understanding and an analytical framework to guide the systematic evaluation of community development initiatives'. This approach, therefore, is adopted for the analysis of CBOs' participatory outcomes in Minna.

2.7.5 Relevance of the Outcomes of CBOs' Participation to Urban Development

Stakeholders' attention are needed in virtually every urban development projects. As urban residents are increasingly aware of the potentials and limitations of governments and public agencies at all levels, it is also more apparent that urban residents can partake in the management of social and environmental issues to effect lasting positive changes. An assessment of the processes and outcomes that gave rise to new types of partnerships in urban development process contributes to the understanding of effective urban development and management process. This can be achieved by enlisting the efforts and the potentials of beneficiaries. It is noted that (Bartlett, 2010:314) 'one observation about good urban governance is support from local governments for household and community level including enhancing what households and communities already do and can do'.

Illustrations of what CBOs do and the phenomena that do warrant the formation and the proliferation of CBOs are many. Studies have documented these features (Ibem, 2009; Falade, 2010; Raftree, and Nkie, 2011). However, the needed assessment of inherent elements that have the capacity to limit participation of CBOs in urban

infrastructure development and management, are glossed over. Furthermore, the assessment of the potentials and organizational constraints of CBOs have not also been focused in analysis. The increasing number of grey areas in understanding CBOs' operations and projects accomplishments, deserve rigorous analysis in order to properly position such for inclusion in a wider urban development and management process.

2.8 THE CHALLENGES OF CBOs

Existing studies of CBOs projects in urban areas are extensive. Many of the studies, however, merely seek to evaluate the potentials (Fadare and Daramola, 2008), as well as the actual contributions of local institutions (Satterthwaite, 2005; Abubakar, 2007; Idelman, 2009), and the residents' perceptions of their relevance to the development of urban infrastructure (UN-Habitat, 2003 and 2008; Satterthwaite, 2005), or, the modalities for integrating CBOs in urban management system (Adeboyejo, 2008). It has been observed (Layder, 2007) that describing the works of CBOs in terms of such singular unifying and contributory characteristics artificially compacts the nature and scope of CBOs together with the depth, richness and complexity of CBOs internal mechanisms. This, categorization in practical terms, ignored the organizational strength, weaknesses and challenges of integrating CBOs in urban development processes especially in the rapidly emerging urban circumstances.

As was noted by Layder (2007:174) 'there is nothing wrong with studying the activities, characteristics and achievements of CBOs. But there seem to be something odd about the idea that they have no existence beyond these things'. A detailed study is needed to unveil the opportunities and potentials, to also explore appropriate modalities

for the needed participation of CBOs in urban development and management in growing cities.

Furthermore, the dearth of legal and policy changes that enhance free participation appear to be the bane of the success of CBOs in Nigeria. CBOs have the power to create and maintain social and physical structures in the manner most befitting to the communities (Yunus, 2007). There arises the propensity to venture into more encompassing avenues besides these infrastructure. However, matters of local and national policy often limit such endeavours. It has been shown that policy adjustments in Southern America saw to it that 'through the United Neighbourhood Association of Porto Allegre in Brazil the concept of "participatory budgeting" gained currency as a critical strategy for inclusiveness and empowerment in urban governance by ordinary citizens including the poor (Abers, 2001; Mabogunje, 2005). A similar endeavour liberated thousands of poor women entrepreneurs in Pakistan through Grameen Bank's initiative (Yunus, 2007 and 2008).

2.8.1 Prospects of CBOs in urban development in Nigeria

The operations of CBOs in urban settlements in Nigeria continue to face daunting challenges. By addressing these challenges, CBOs in many instances became the only likely avenue for stakeholders, the public and private institutions to collaborate in development projects (Ostrom, 1965; Young, 2004; Jordan, 2013). Given the present situation about the state of urban environment in developing countries, the end to the proliferation of CBOs is not here yet. Although, at present, issues of CBOs hardly top the agenda of many governments or government institutions and agencies, the growing potentials of the organizations are indications that most urban development activities are likely to be driven by the activities and successes of CBOs.

Comparative understanding of the prevailing CBOs phenomena in urban centres often present the need to grasp the techniques of analysing successes and the procedures of assessing the challenges that have the potentials to undermine the success of CBOs. Successes of CBOs in urban environments shows how effective harnessing of little potentials can become a success for the world to reckon with. Through dogged management and all-inclusive participation, it is possible to transform overcrowded poor neighbourhoods lacking in basic amenities into a paradigm in poverty alleviation and urban infrastructure development.

CHAPTER THREE

METHODOLOGY

3.1 INTRODUCTION

Minna is majorly inhabited by civil servants such that its residential areas are mostly discernible along income levels of the civil service workforce. The occupation of the Government Reserved Areas (GRAs) and the various Low-cost residential housing estates are based on income levels. Increasing influx of people has prompted individuals and organizations to build residential accommodation at various places. This development and growth of Minna has resulted in the creation of residential enclaves that lack basic infrastructure and services (Gana, 1983; Owoyele, 2006). These increasing deficit in services and infrastructure has also made Minna and similar urban areas in sub-Saharan Africa, the domain for the formation and proliferation of Community Based Organizations (CBOs).

History of Minna is replete with instances of the formation of CBOs. From its early days of immigrant rail workers to date, the settlement has witnessed different CBO formations and activities for over a century. This makes the area a veritable place for the study of the outcomes of CBOs participation in urban development and management.

3.2 DATA COLLECTION

3.2.1 Data Needs

Both primary and secondary data were collected for this research work. Existing literature aided the definition of research issues, methodology, and the reviews of past endeavours. The literature also acquaint the study with global frontiers of CBOs

achievements, best practices, challenges, and blurred horizons that warrants this research. In order to document local situations, primary data was acquired to examine matters relating to CBO operations and challenges in the study area. The primary data were collected through physical and socio-economic surveys of membership and participatory issues, the organizational structure, CBOs and urban development, management practices of these organizations and how they relate to the main challenges to urban development of the study area. Through this approach, the research was able to establish general knowledge about the CBOs, their specific history, reasons for establishment, membership criteria, organizational frame, financial status, sources of finance, modes of operation, main projects in the past and those on-going. Focus Group Discussions (FGDs) were very resourceful in supplementing survey data. This increased the understanding of the data from the structured questionnaires.

3.2.1.1 Primary Data

The collection of primary data involved physical and social surveys, Focus Group Discussions (FGDs), and physical observations to elicit data from the respondents and document geospatial data concerning the projects of CBOs. In other words, primary data were sourced through the use of structured questionnaires, interviews, (FGDs), and physical observations. The questionnaires were administered to respondents who either fill in the responses or a resource person had the responses recorded. Physical observations involved visual and geospatial data acquisition through the use of spatial data acquisition instruments like the Global Position System (GPS machine), palm top computers, measuring tapes and digital cameras.

3.2.1.2 Secondary Data

Secondary data were utilized to appraise the existing levels of participation of CBOs in urban development and management. These materials acquainted the researcher with new approaches and techniques in the geospatial data generation and subsequent analysis of CBOs' development projects.

The secondary data were from different sources. The published materials are mainly text books, academic journals, maps, newspapers and magazines. The unpublished materials include student projects, seminar papers, theses and dissertations, monographs and official documents of Ministries and other government agencies. Electronic materials are mainly from CD ROM and the internet, consisting of satellite imageries, web published materials, journals and reports.

Another source of unpublished data is the registration records of CBOs in LGA offices. The materials acquired from CBOs' records like photo albums, film clips and the documentation of activities carried out by the organizations were also consulted. Fadikpe Youth Association is known for this type of record keeping (Appendix I and Plates IV-VI).

3.2.2 Methods for Data Collection

The primary data were gathered through Focus Group Discussions (FGDs), questionnaire administration, physical observations and measurement. The FGDswere held on principal issues concerning the projects of CBOs in Minna. This brings together between 5 to 12 leaders and representatives of the CBOs in each of the wards. Issues that were addressed covered CBOs' achievements, challenges, processes of programme initiation and execution, expected and obtained results, shortfalls and future targets. The

discussions were specifically flexible creating room for unexpected but important issues of CBOs' organization, planning, financing and the execution of projects.

There were three FGD sessions with the organizations that lasted between 45 to 90 minutes. The adoption of this procedure is informed by global standards on primary data acquisition in social survey (Gyuse, 2012). In carrying out the FGDs, current innovative visual approaches such as the GIS-Aided Focus Group Discussions (GIS-FGDs) with its inherent flexibility and high levels of respondents' participation (Cope, McLafferty and Rhoads, 2011; Woods and Gordon, 2011) were adopted. The GIS-Focused Group Discussions technique used maps, computer slides and other geographic information to interact with participants. This technique eliminates the costly and the tasking needs for scheduling and to travel round the project area together with the respondents (Sieber, 2006; Cope, Mclafferty, & Rhoads, 2011; Nyerges & Aguirre, 2011).

Structured questionnaires were administered to members of the CBOs at community centres, CBO offices, civic centres, or at project sites of the CBOs.In order to document projects of CBOs in the study area, physical observations of sampled CBO projects were also undertaken. The projects observed include those that are completed, on-going, and those slated for the future. The physical observations covered, geospatial data collection using hand-held GPS devices. The various geospatial data acquired were later used in mapping the projects and areas of operation of the CBOs. Measuring tapes and digital camera were also used to measure the sizes of the sampled projects and to also capture images of the facilities.

3.2.3 Instruments for Data Collection and Analysis

Field work for this study covered economic, spatial and demographic surveys. The main instruments that were used to acquire these data are structured questionnaires, interview guides, digital photographs and handheld computer devices. The acquired field data were collated and analysed to address the research questions and the objectives of the study.

3.2.3.1 Tools and Instruments for Data Collection

Four sets of questionnaires were used to collect primary data from the field. Questionnaire A addressed the characteristics of the CBOs, projects undertaken and the hindrances encountered. Questionnaire B documented socio-economic characteristics of members of CBOs and members' levels of participation in decision making and project execution. Questionnaires C and D were administered on external organizations like the Traditional institutions, government and non-governmental agencies including foreign organizations to document their involvement and experiences in working with CBOs in Minna.

Global Positioning System (GPS – Garmin GPSmap 76CSx model), a digital camera (Samsung PL20), and palm top computers (Samsung Galaxy Note GT-N7000 and Samsung Galaxy Note SM-P601), were used for effective acquisition of geo-spatial data. These devices have enhanced data acquisition, storage, collation, easy retrieval and analysis.

3.2.3.2 Computer Software for Data Analysis

Data analysis for this study utilized computer software to collate and organise the acquired field data. Microsoft Windows 2010 and later 2014 - Windows 8, were the

operating system that supported other computer packages including Microsoft Office for typesetting and statistical computation among others. ArcGIS 9.3, ArcGIS 10.2.1 and later ArcGIS 10.2.2 were used for geographic data analysis, to prepare and update maps. Google Earth is an online software and the main source of satellite imageries of the study area. SPSS 13.00, IBM SPSS 20 and later IBM SPSS 22 for Windows are the Statistical Package for Social Scientists that was mainly used as statistical analysis software. Mendeley aided the referencing of secondary data and in maintaining a referencing style throughout the work.

3.3 SAMPLE FRAME AND SAMPLING PROCEDURE

Studies have shown that the dominant population of Minna live in areas that lack functional urban infrastructure and services and thus can be regarded as slums (UN-Habitat, 2003; Badiane, 2006; Falade, 2006; Owoyele, 2006; Jemaku, 2007; Yari, 2010). Minna has three areas of low, medium and high residential densities (Jiya, 1977; Gana, 1983; Bwari, 1990; Ahmed, 1995). This study maintains this population density-based classification of residential areas in Minna, which are organically derived entities and are so classified to correspond with the dominant socio-economic status of their inhabitants.

3.3.1 Residential Wards of Minna

Natural increase and high immigration have had tremendous effects on the demographic structure of residential wards in Minna. The categorization of residential areas according to population densities and income levels, has been helpful in local administration and nation-wide exercises. These exercises include the demarcation of electoral wards, polling units, and the formation of vigilante or security groups, national

censuses, national immunization and federal educational interventions programmes like the Universal Basic Education (UBE) programmes.

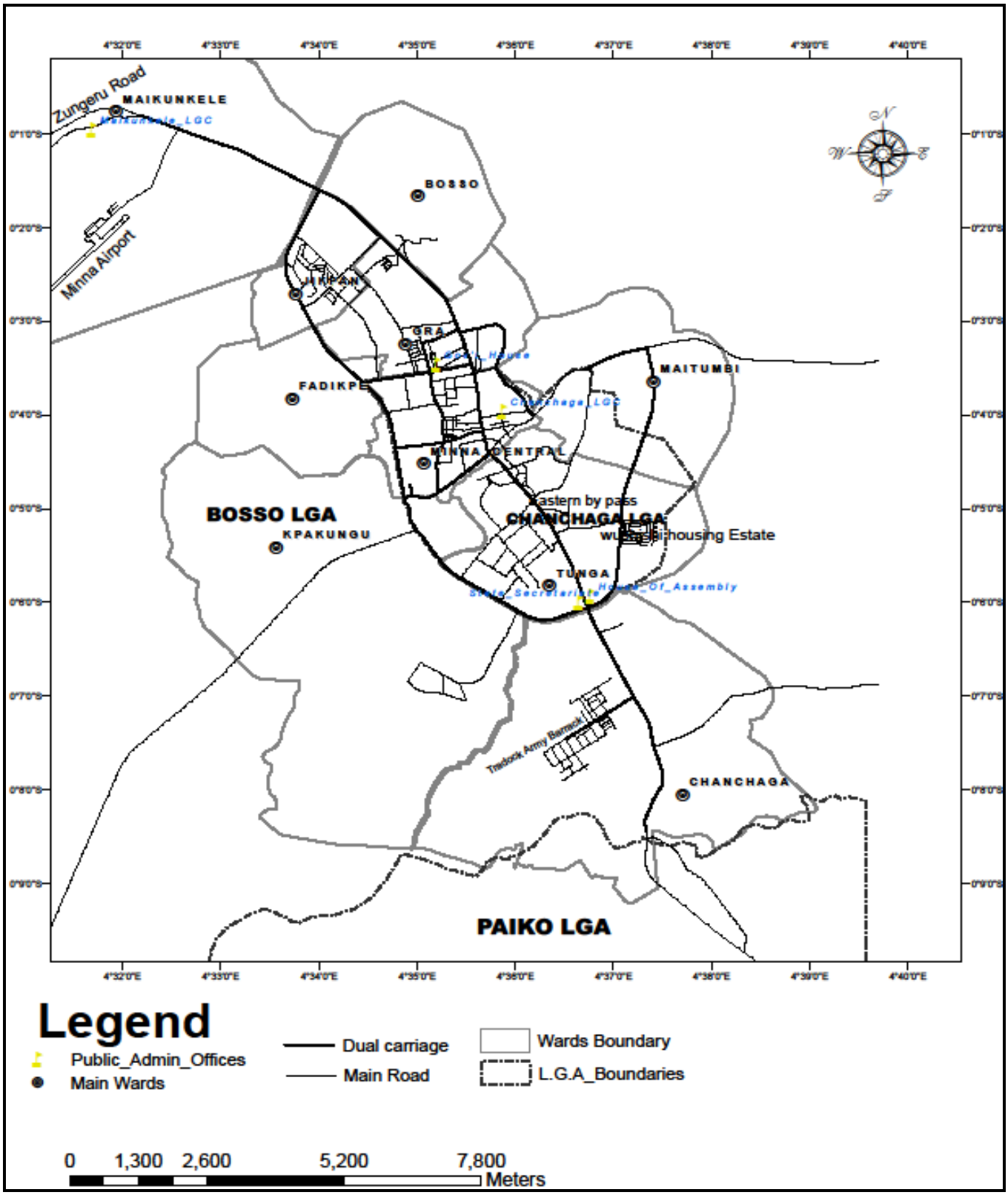
This study has adopted this organic classification of residential areas in Minna. The classification considered factors of housing provision, road networks, electoral wards and polling units, the city's master plan (Lock, 1980). All these have had strong influence on CBO formation and identity of individual CBOs. Furthermore, Minna, as a State capital, has a housing provision and allocation that is led by government and this has helped classification of the residential areas along socio-economic status and incomes.

The thirty-six (36) residential areas of Minna that were identified on the basis of population density, environmental qualities and other socio-economic attributes are shown in Tables 3.1 and 3.2, and Figure 3.1.

Table 3.1: Main residential areas in Minna

S/N	Wards	Density type
1	Barikin Saleh	High
2	Bosso Town	High
3	Chanchaga	High
4	Dutsen Kura Gwari	High
5	Dutsen Kura Hausa	High
6	Fadikpe	High
7	Jikpan	High
8	Kpakungu	High
9	Limawa	High
10	Maitumbi	High
11	Makera	High
12	Minna Central	High
13	Nassarawa	High
14	Sabon Gari	High
15	Sauka Kahuta	High
16	Tayi Village	High
17	Tungan Goro	High
18	Soje I	High
19	Soje II	High
20	Nyikamkpe or Gurara	High
21	Anguwan Biri	High
22	Anguwan Daji	High
23	Saiko	High
24	F-Layout	Low
25	GRA	Low
26	Type B Quarters	Low
27	Hill-Top GRA	Low
28	Bosso Estate	Medium
29	Bosso Low-cost	Medium
30	Maikunkele	Medium
31	Shango	Medium
32	Tudun Fulani	Medium
33	Tutungo	Medium
34	Tudun Wada North	Medium
35	Tudun Wada South	Medium
36	Tunga	Medium

Source: Field Survey, July 2011



After: Google Earth (2013) & Field Survey, March 2013

Fig. 3.1: Main Wards and Residential areas in Minna

These 36 residential areas were further re-grouped into ten (10) main residential wards for the ease of data analysis and presentation. The resulting main wards are Fadikpe, GRA, Bosso, Kpakungu, Tunga, Maikunkele, Minna Central, Chanchaga, Jikpan, and Maitumbi (Figure 3.1 and Table 3.2).

Table 3.2: Main Wards, Density Types and Residential Area Units in Minna

Main Wards	Density Type	Constituent Residential Areas
GRA	Low	F-Layout GRA Hill-Top GRA Type B Quarters,
FADIKPE	High	Dutsen Kura Gwari Dutsen Kura Hausa Fadikpe Gbaiko Shanu
BOSSO	High	Anguwan Biri Bosso Mypa or Kanikawa Area Randan Ruwa
KPAKUNGU	High	Barikin Saleh Nyikankpe or Gurara Kpakungu Soje I Soje II Sauka Kahuta
TUNGA	Medium	Tunga Low-cost Tudun Wada North Tudun Wada South Kaffin Tella A Kaffin Tella B
MAIKUNKELE	Medium	Maikunkele Rafin-yashi River Basin Tudun Fulani
MINNA CENTRAL	High	Sabon Gari Anguwan Daji Limawa Minna Central Makera Nasarawa Keteren Gwari Old Airport Quarters 1-2-3 Quarters
CHANCHAGA	High	Chanchaga Tungan Goro Shango Tutungo
JIKPAN	Medium	Jikpan Bosso Low-cost Bosso Estate London Street
MAITUMBI	High	Maitumbi Paida Saiko

Source: Field Survey, July 2011

This grouping of wards was informed by the similarities of environmental, cultural and socio-economic characteristics of the areas that make up the main wards and the constituting residential areas of Minna metropolis.

3.3.1.1 Low Density Areas

The two GRAs of Minna are the only typical low residential density areas in the study area. However, this study regarded F-Layout and 'Type B' quarters as low density residential areas too. In addition, the two areas have low building density and are also inhabited by high income groups (Isah, 2008; Zubairu, 2008), have planned and well maintained layouts with good accessibility, less mixed land uses, and other attributes common to low density urban areas.

The GRAs were built as low density housing communities to house high income civil servants. The first GRA is located on the Hill-top residential area of the town, built by the colonial administration and overlooking the then railway station. The second GRA is located close to the town's old airport, housing top government officials including the government house. A third low density housing is located westwards of the government house named 'Type B' Quarters and then the F-Layout bordering the Government House on the eastern end. Besides the Hill-top low-density residential area, all other low density areas were planned and built after the 1976 state creation.

3.3.1.2 Medium Density Areas

These are the initially low-density residential communities built to house middle cadre civil servants in the early days of the State capital. The main residential areas in this group include the low-cost housing and housing estates located in Bosso, Maikunkele, Shango, and Tudun Wada, 1-2-3 quarters, and Old Airport quarters. For

example, Tunga ward is made up of five (5) residential areas of Tunga Low-Cost housing estate, Tudun Wada North (TWN), Tudun Wada South (TWS) and Kaffin Tella A and Kaffin Tella B (Table 3.2).

3.3.1.3 High Density Areas

The dominant residential type in Minna are low-income, high population density wards dominated by private structures. For example: Bosso in the North, Kpakungu in the Southwest, and Chanchaga in the South-east fringes of Minna. Most of these poor residential areas are located on the fringes of the metropolis where rapid urban expansion is taking place since the government handed off the building of residential accommodation for workers. These areas provided affordable accommodation for both old and new migrants to Minna. The high density residential areas are increasing in size and further witnessing problems of environmental degradation and pollution, inadequate vehicular access, solid waste problems, housing congestion, and lack of educational facilities (Figure 3.1).

3.3.2 Sampling CBOs

In selecting the study areas for the survey, geographic centrality, physical and socio-economic characteristics of the different residential areas that form the major wards of Minna were used as a guide. Patterns of the environment - planned or spontaneous development, with or without urban facilities or accessibility; population size, and density; were the main variables used in the classification.

A reconnaissance survey revealed that there are 75 registered CBOs with average of 47 members in Minna. In Bosso Local Government, only 15 out of the 58 registered CBOs are located within the town. Whereas, Chanchaga has 60 CBOs which

are all located in the central areas of Minna. For the field survey, all the 75 CBOs in the town were sampled and formed the basis of snowball sampling method used for the other largely unregistered CBOs for the study (see appendix I). The CBOs are small in number and membership, thereby easing the conduct of Focus Group Discussions (FGDs). The FGDs were guided by a check list in order to have uniform questions and discussion pattern, and to avoid repeating items of detailed questionnaires that were later administered on the general members and members of the executive committees of the organizations.

3.3.2.1 Sampling Technique

Minna is clustered as wards and residential communities for urban management, political administration and other socio-economic considerations. Although this classification has historical origin, the 36 wards have become reference points to many organizations for different purposes. The field survey activities recognizes these wards and residential communities and utilizes them as sampling units. This was what informed the adoption of stratified sampling technique in accessing individual CBOs' capacity to generate primary data on various urban development activities in Minna.

Stratified sampling technique was used for administering structured questionnaires on the general members and members of the executive committees of CBOs in Minna. On getting to a ward, the researcher identified and interviewed members and the officials of CBOs.

3.3.2.2 Snow-ball Sampling Technique

While undertaking field survey, the number of CBOs began to increase as more were suggested for the exercise. This is in line with the principles and practice of snow-

ball sampling (Rayner et al, 2006; Stroup, 2011, Gyuse, 2012). Information regarding the history, achievements, development, and projects executed by the CBOs were collected through the use of oral interviews and Focused Group Discussions (FGDs) with the general members and executive committee members of the CBOs in line with Snowball sampling technique (Zuwaylif, 1979; Sulaiman, 1998; Anyadike, 2009; Dizikes, 2010; Stroup, 2011).

Using snowball sampling method, field survey was able to acquire information from one hundred and sixty-four (164) CBOs in Minna (Appendix I). The acquired data are basically from individuals and groups active in CBOs' urban development and management activities. Furthermore, additional information was acquired by attending meetings of the CBOs where related themes of the research were discussed. This sampling procedure and data generation process is statistically valid as an 'expert approach' that has been used to acquire both qualitative and quantitative data (Rayner et al., 2006).

3.4 DATA ANALYSIS

Data analysis was guided by the goal and objectives of the study. Descriptive statistics were used to establish the number of CBOs' engagement in the different projects the scope and outcomes of the projects. Inferential statistics were generated using correlation analysis to explain the motives and the degree of involvement of CBOs in urban development, the CBOs' competence and the resultant outcomes. The inferential statistics also aided the assessments of the suggestions put forward with regards to the future and the decision-making processes of the CBOs and the sampled members of the organizations.

3.4.1 Techniques of Data Analysis

In selecting tools for data analysis, the aim of the study which is to examine the participatory patterns and outcomes of CBOs activities in urban development served as a guide. This study relied on qualitative and descriptive statistical parameters like frequency tables, charts, pictures and maps to give a highlight of CBOs and their activities in the study area. The descriptive statistics were further used to show the characteristics and activities of CBOs with respect to the locations of CBO projects, sources of finance, membership characteristics, and challenges in project execution among others.

The student t-test and analysis of variance (ANOVA) were useful in establishing correlations between outcomes of CBO activities and the characteristics of the organizations (Sulaiman, 1998; Dizikes, 2010; Brannstromm, 2011). Regression analysis, for example, was used to further demonstrate the variance between the priorities of urban authorities and those of the CBOs, between modes of operation of the public sector and operational patterns of the CBOs and the traditional institutions in Minna. Analysis of future trends using Residents' Satisfaction Index (RSI) was also carried out with respect to what projects CBOs can better achieve through an all-inclusive participation.

As organizations of different individuals, there is the likelihood that activities embarked upon by CBOs might vary with the wishes of the community or even members of the CBOs. Thus, the evaluation of the satisfaction of the residents through RSI was performed. In this assessment, physical and socio-economic variables like

urban development projects, social and environmental amenities were arranged for respondents to indicate levels of agreement with priority projects that require intervention of either government agencies, CBOs, or foreign donor agencies. The responses were assigned weights according to Likhert's (1961) scale of either strongly agreed, agreed, undecided, disagreed, and strongly disagreed in order to show the collective preference for each project and the organizations' ability to execute urban development projects. This mode of analysis was also used to determine the most preferred forms and procedures for assisting CBOs in the areas of funding, selecting future projects and, addressing peculiar hindrances for the success of the projects in urban development and management in general.

The Likhert (1961) scale was used to determine project preferences to ascertain the highest competence area of the CBOs. In this regards, Likhert's scale assigned scores (Strongly Agreed – 5, Agreed – 4, Undecided – 3, Disagreed – 2, and, Strongly Disagreed – 1) to each level of involvement that respondents are required to tick. The total number of respondents is then multiplied by the scores assigned to the level of involvement. The multiplied scores are then summed up for each level of involvement in order to determine the option that has the highest preference by virtue of aggregate scores.

3.5 CHALLENGES OF DATA COLLECTION AND ANALYSIS

Data collection for this study was not without hindrances. However, the familiarization of the researcher with the study area and the subject of study has helped in ameliorating most of the problems encountered. The peculiar trend in data collection regarding accessibility to respondents and other research participants was impressive.

The help and understanding of Women groups was exemplary. The women aided data collection by constantly convening respondents and also assisting in locating other groups for similar exercise.

3.5.1 Data Limitations, Reliability and Validity

In order to have a view of the subject matter, the field research sampled all the CBOs in the study area. Being a research that is dealing with community organizations as against individual members of the community, the number of the subjects was not too enormous to handle effectively. Hence, data was acquired from all the 36 wards in the study area. The sample points were then grouped into ten (10) main wards based on geographical centrality and the prevalent similar socio-economic attributes of the areas grouped together.

The data acquisition procedure was not strict on a particularly adopted stratified and cluster sampling methods, but, rather diverse due to the nature of the environment and the subject of investigation. Many works have shown that the major way to increase the validity of data is by triangulation (Williams, 1975; Neuman, 2006), which entails the combination of different methods of data collection (Mathison, 1988; Patton, 2001; Ukoje, 2011). In practice, 'this can mean using several kinds of methods or data, including using both quantitative and qualitative approaches' (Patton, 2001:247) and, by 'engaging multiple methods such as observation, interviews and discussions leading to more valid, reliable and diverse construction of realities' (Ukoje, 2011:93).

In order to acquire as much data as possible, both primary and secondary data were used for this research work. Secondary data, mostly in the custody of the LGCs

were particularly useful in identifying registered CBOs, their compositions and the declared interests. Primary data helped to evaluate achievements of the CBOs against what obtains in secondary data and the declared interests of the subjects of this study. Areas and issues of general application like the characteristics and projects of the CBOs were identified and analysed using primary data acquired through field sampling. Areas of peculiar attributes of the subjects of investigation like project funding procedures, and other projects or issues of high interest were equally examined as regards their nature and the implications on the other sample.

3.5.2 Limitations of Data Collection

As at the time of carrying-out field survey for this study, there was serious lack of official information and spatial data concerning CBOs from both the Federal and State government authorities. Even the LGCs lack basic population and spatial data besides the names and particulars of registered CBOs in their domain.

3.5.2.1 Limitations in sourcing official documents

1. The inaccessibility or non-availability of official documents and modalities for engaging CBOs in government activities was a major challenge to this research.

2. Current population data at ward levels were unavailable. This has necessitated population projection from previous censuses.

3. Lack of updated maps necessitated the use of satellite imageries from the internet for immediate update and use.

4. Since there is no any authoritative document regarding official or constitutional spatial boundaries, political boundaries of LGAs and wards had to be determined

by the researcher. This was made possible through the assistance of the cooperation of the Independent National Electoral Commission (INEC).

5. Area boundaries of LGAs and the wards in this study were largely a product of the synthesis of the polling units' information acquired from the Independent National Electoral Commission (INEC).

3.5.2.2 Limitations due to lack of adequate record keeping by CBOs

1. Low literacy levels amongst members of CBOs hampered qualitative data on the precise amount or percentage of projects already accomplished, budgeted for, precise level of project execution, assistance from other organizations, agencies or institution.

2. In many instances, there were no records or a recall of dates of joint projects. Because of this, it was although acknowledged that CBOs undertake joint development projects with State or Federal government agencies, further detail of such could not be accessed except through oral narration.

3.5.2.3 Limitations in sourcing information from members of CBOs

1. There was lack of cooperation in stating personal income by residents, CBO members and the total revenue generation by CBOs.
2. Low literacy rates amongst members of the CBOs was a major challenge. Questionnaire items had to be interpreted by research assistants and this affected the quality of responses that were obtained.

3. The field work was time consuming as questionnaire items had to be recast and interpreted while the area frame constantly expands – a characteristics of the

snowball sampling. This constantly add further tasks that comes with time and financial implications.

3.5.3 Implications of Data Limitations to Findings

The limitations encountered during data collection have the following effects on the general findings and recommendations of this study.

1. The research work started from the scratch without updated demographic data or any detailed spatial data in the form of road, district or topographic maps. Hence, maps in this report were largely synthesized from online satellite imageries (Google earth, 2013) by the researcher and are made only for this study.

2. A number of assumptions made in determining boundaries of sample areas, have the capacity to effect citywide applications. Certain wards categorized as low-income wards like Bosso or Jikpan, are also home to high-income earners, and vice versa. This adds to the complexity of data analysis.

3. The inability of the respondents to quantify work done or funds expended on projects has constrained the research to categorized CBO projects to either be completed or uncompleted. In this regards, it is likely that a number of the sampled uncompleted projects might have been completed by now. But this does not totally invalidate findings of the data because as soon as a project is completed by one CBO, another one is still on-going or has just commenced.

4. Limitations in accessing membership and CBO income data hindered the correlation of average income of CBO members and CBO project achievements.

It has also rendered unfeasible the estimation of the desired CBO membership fees that could enable them to accomplish development projects. It has also constrained the estimation of the limits of increment in these fees and levies that can be affordable by the majority members of the CBOs and its concurrent increase in project execution and or management.

CHAPTER FOUR

COMMUNITY BASED ORGANIZATIONS AND URBAN DEVELOPMENT IN MINNA

4.1 INTRODUCTION

The formation and proliferation of Community Based Organizations (CBOs) is not a recent development in Minna. With increasing rates of growth of Minna, infrastructure provision and management became weak. Based on this, CBOs found a role in urban development and management processes through the realization that effective agitations for the provision of urban facilities is best articulated through the platform of community organizations. With this realization, CBOs became more dedicated to improving the urban environment and wellbeing, and also grew in number and influence as urban development partners. This chapter presents data on the human, technical, managerial and financial capabilities of CBOs with the aid of descriptive and inferential statistics to establish the potentials, strengths and weaknesses of CBOs as urban development partners.

4.2 CHARACTERISTICS OF CBOs IN MINNA

In this section, the socio-economic characteristics of the sampled CBOs, reasons for establishment and registration procedure, among others, are discussed. Further discussion of the effects of these characteristics on the outcomes of urban development projects of CBOs in Minna is also presented.

4.2.1 The Distribution of CBOs in Minna

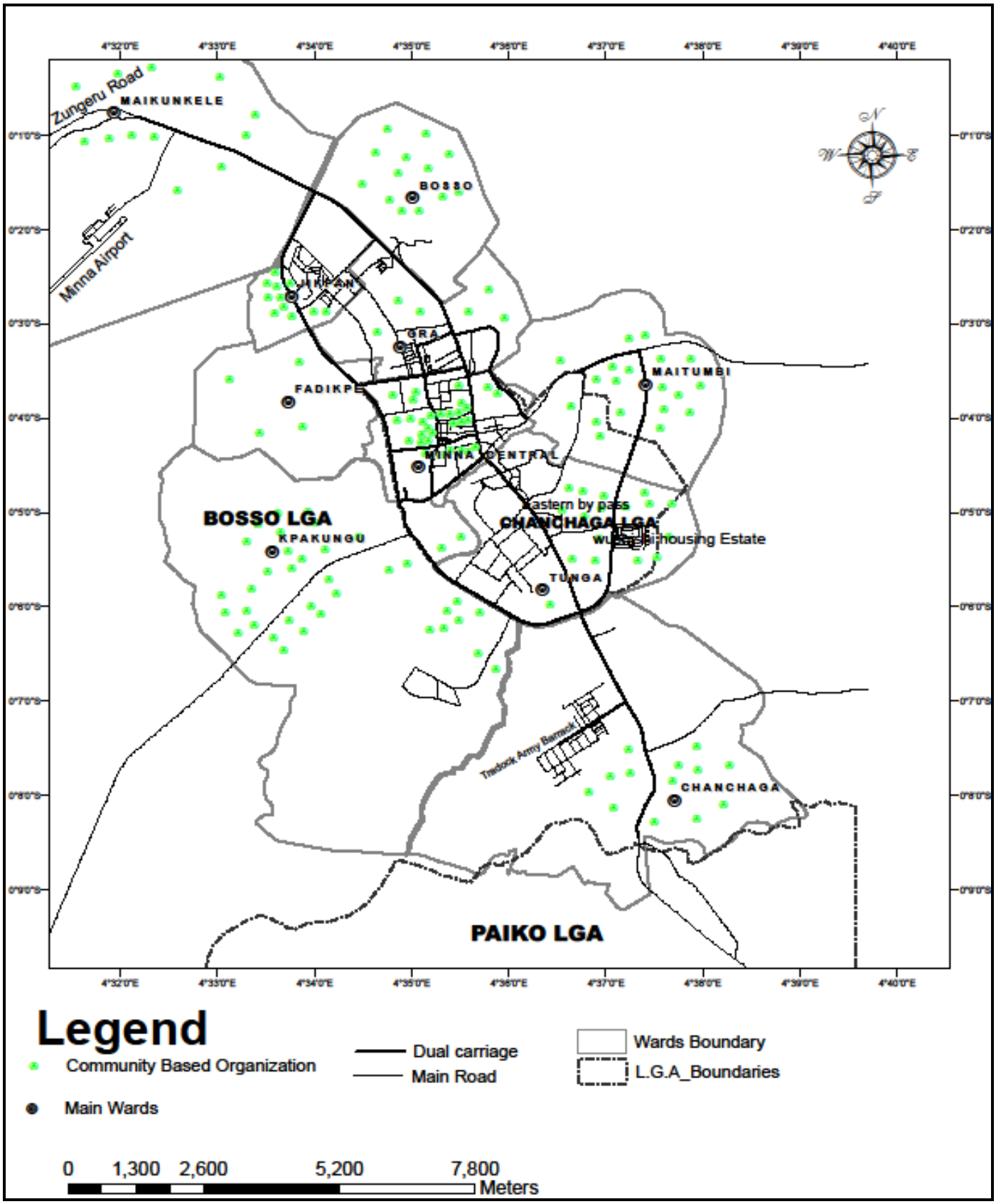
For the ease and clarity of data analysis, the different residential areas in Minna are re-grouped into ten (10) main wards. This re-grouping is according to the physical

elements and demographic attributes of the neighbourhoods of Minna (Table 4.1 and Figure 4.1). Appendix I contains the list of the CBOs.

Table 4.1: Number of CBOs by Residential Areas in Minna

S/N	Main wards	Main Residential areas	Number CBOs
1	**Fadikpe**	Dutsen Kura Gwari Dutsen Kura Hausa Fadikpe	**4**
2.	**GRA**	F-Layout GRA Type B Quarters Hill-top GRA	**6**
3.	**Bosso**	Anguwan Biri Bosso	**13**
4.	**Kpakungu**	Barikin Saleh Nikamkpe or Gurara Kpakungu Soje I Soje II Sauka Kahuta	**38**
5.	**Tunga**	Tudun Wada North Tudun Wada South Tunga Low-Cost	**18**
6.	**Maikunkele**	Maikunkele Rafin-yashi Tudun Fulani	**12**
7.	**Minna Central**	Sabon Gari Anguwan Daji Limawa Minna Central Makera Nasarawa	**30**
8.	**Chanchaga**	Chanchaga Tungan Goro Shango Tutungo	**13**
9.	**Jikpan**	Jikpan Bosso Low-cost Bosso Estate	**11**
10.	**Maitumbi**	Maitumbi Saiko	**19**
Total		**36**	**164**

Source: Field Survey, March 2013



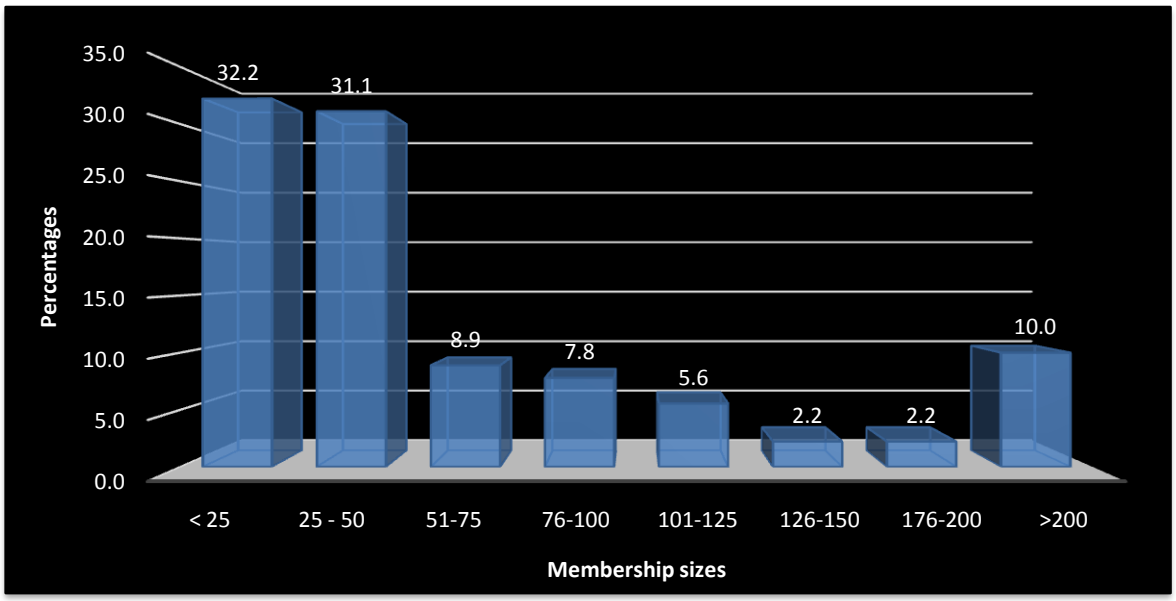
After: Google Earth (2013) & Field Survey, March 2013

Fig. 4.1: Location of Sampled CBOs in Minna

CBOs are concentrated in Kpakungu, Minna Central, Maitumbi, Tunga, Bosso and Maikunkele wards in that order. These wards are the high population density and low income areas of the town. It should be noted that the residential area unit of GRA, a low density and high income area has no presence of CBOs.

4.2.2 Size and the Demographic Structure of Sampled CBOs

Individual CBOs in Minna tend to have small size membership. Over 63 per cent of the CBOs do not have more than fifty (50) persons as members while only 10 per cent of the CBOs have individual membership population in excess of two hundred (200) persons (Figure 4.2). The organizations are dominated by men with women constituting only 18.6 per cent of the total surveyed CBO memberships. In the sample, over half (50.9 per cent) of the members are not married. A majority of the members (78 per cent) are below the age of 36 years. Only 1.8 per cent and 0.6 per cent of the members are within the age of 56-60 years and above 70 years of age respectively.



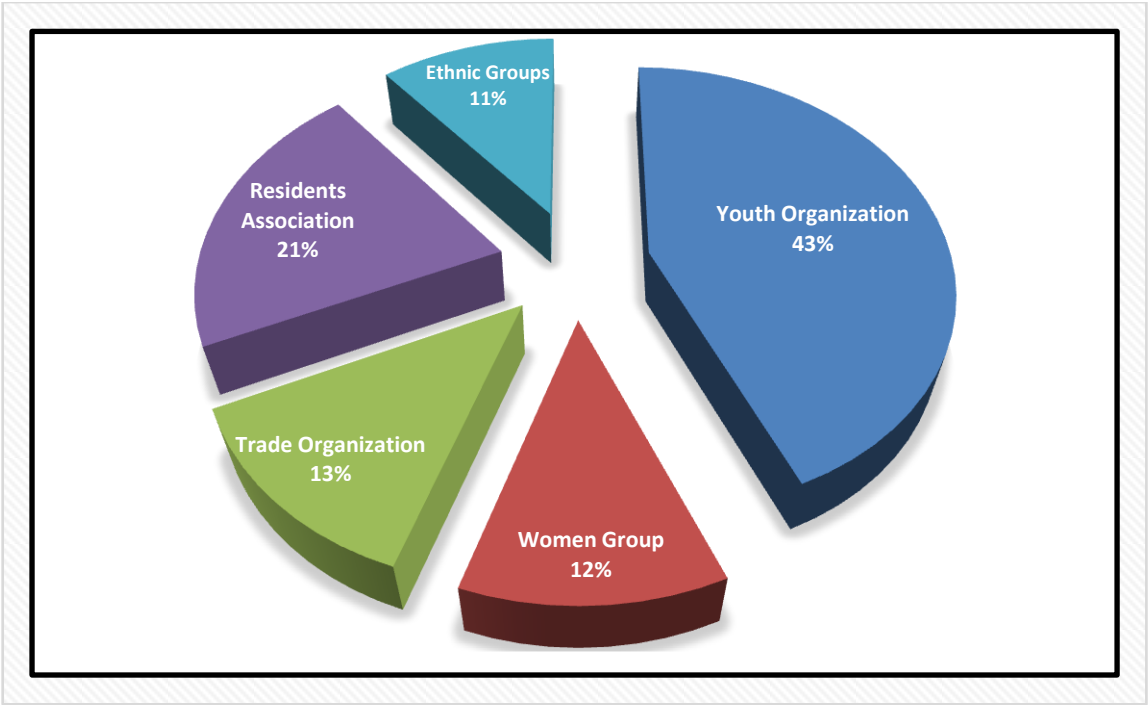
Source: Field Survey, March 2013

Fig. 4.2: Membership Sizes of Sampled CBOs

The sampled CBOs have diverse memberships. This diversity has also influenced the proliferation, status and urban development activities of these organizations. The location and population of these organizations is not evenly spread across Minna. The CBOs are concentrated in low-income neighbourhoods. These characteristics of the CBOs are bound to reflect in the distribution of the project of the organizations and the types of the projects that the CBOs execute.

4.2.3 Types of CBOs in Minna

The survey of the sampled organizations revealed that there are five (5) types of CBOs in Minna. These are the Youth organizations (43 per cent), and residential associations (21 per cent). The residential organizations can be grouped as either religious organizations or Vigilante groups. The others, as shown in Figure 4.3, are the Trade Organizations (13 per cent), Ethnic Groups (11 per cent) and Women Groups (12 per cent).



Source: Field Survey, March 2013

Fig. 4.3: Types of CBOs in Minna

4.2.4 Aims of the CBOs

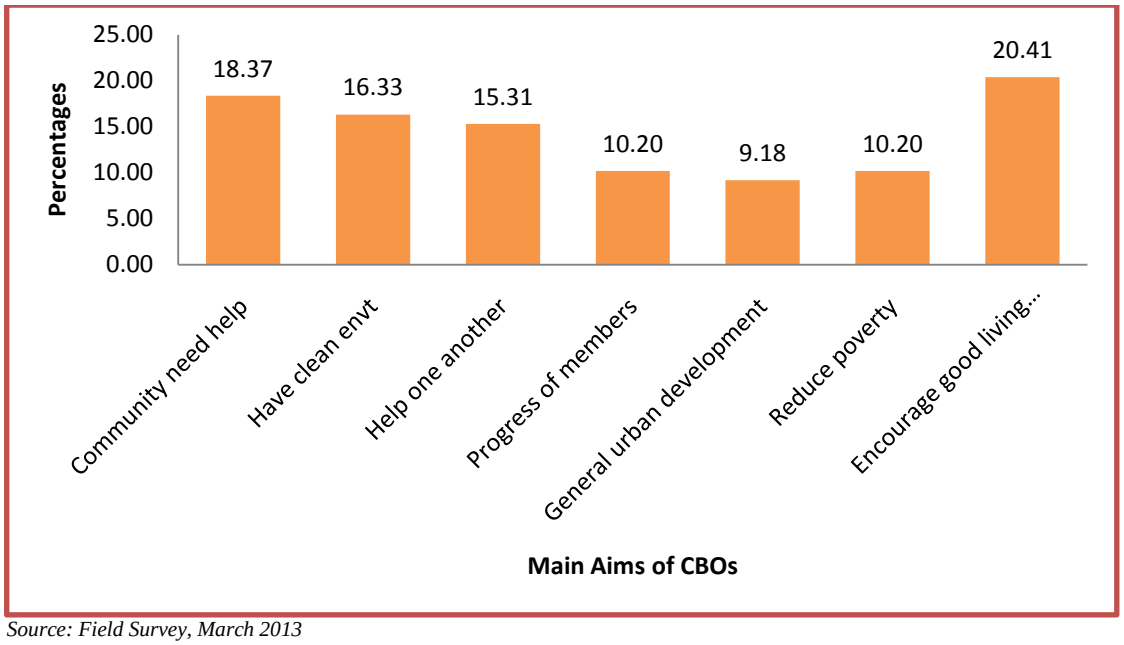
Virtually all the CBOs have similar aims and objectives. The CBOs that are organized around environmental issues usually assist in environmental, social, economic and educational development and wellbeing of the society. The CBOs that address members' welfare, do so by promoting unity and economic progress of members. Other CBOs provide opportunities for economic activities such as entrepreneurial skills development, communal security, forums for dialogue, conflict resolution; and promote understanding amongst its members. Another set of objectives of the CBOs like the entrepreneurial development opportunities, public enlightenment, organization of adult literacy and extra mural classes are directed at promoting socio-economic activities and progress of members and the society through improvement of economic opportunities, educational progress, and social enlightenment by offering regular assistance to deserving individuals, government institutions and private organizations (Table 4.2).

Table 4.2: Main Aim and Objectives of Sample CBOs

S/N	Name of CBOs	Main aim and objectives
1	• F-Layout Youth Association • Fadikpe Youth Association • Tayi Matasa Development Association • Limawa Youth Development Association • Bosso Estate Development Association	environmental, social, economic and educational development of individuals and associations
2	• Inter-tribal Association of Chanchaga • Minna Elders Forum • Solidarity Association of Barikin Saleh • Egwafin Development Association • Gbadagun Women Associaation	unity and economic progress of members, communal associations, and the society
3	• M I Wushishi Residents Association • Morewa Rayuwa Cooperative Society • Virtous Women Cooperative Association • Argungu Emirate Settlers Association	entrepreneurial skills development, communal security, & dialogue amongst city residents
4	• Samari Youth Association • Kafin Tella Landlords/Tenants Association • Ayenaje Youth Association • Ikon Allah Youth Forum	Organization of entrepreneurial development, public enlightenment, adult literacy, and extra mural classes
5	• Samari Youth Association • Matasa Cooperative Society • Alheri Matasa Social Club • Inter-tribal Association of Chanchaga • Chanchaga Younger Youth Association	Cooperate with and assist private organizations and public institutions in urban development projects

Source: Field Survey, March 2013

Figure 4.4 shows that over 94 (or 60 per cent) of the community organizations were formed to tackle community improvement such as clean environment, good and healthy living conditions and general urban development and management.



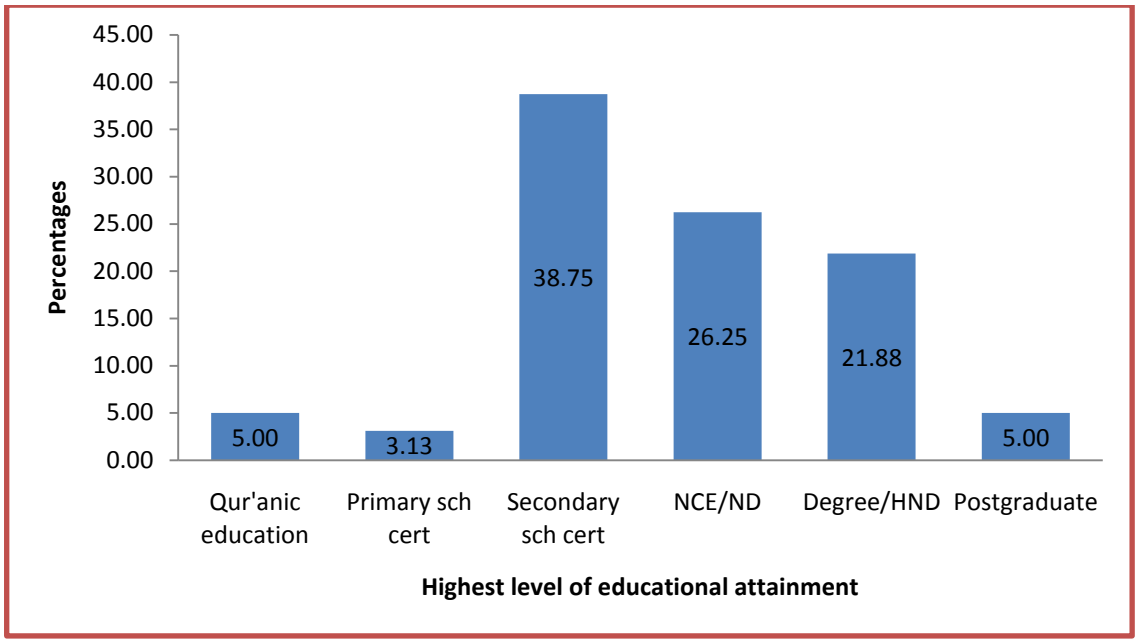
Source: Field Survey, March 2013

Fig. 4.4: Aims for the formation of Sampled CBOs

For many of the CBOs, community development and support for one another are the main drivers for the formation of the organization.

4.2.5 Educational Status of Members of Sampled CBOs

Majority of members in the sampled CBOs have attended formal schools. Over 48.2 per cent have acquired formal education above secondary school to the levels of National Certificate in Education (NCE), first degree or a Higher National Diploma (HND). This is in addition to another 5 per cent that have postgraduate education (Figure 4.5).



Source: Field Survey, March 2013

Fig. 4.5: Educational Status of Members of Sampled CBOs

All the members of the sampled CBOs acquired certain form of education. In fact, Figure 4.5, shows that literacy rate of the members of the sampled CBOs is higher than that of the country. The national adult literacy rate in English language is at 57.9 per cent (NBS, 2010). The average English literacy rate of Niger State is 42.6 per cent and or the average of the three LGAs is 58.6 per cent (Niger State Bureau of Statistics - NSBS, 2010; NSBS, 2012). But, despite these figures, the number of CBO members with low literacy rates is still considerable especially when dealing with issues involving collaboration and joint activities.

4.2.6 Employment and Occupational Status of the Members of Sampled CBOs

Majority of the members (94 per cent) of the sampled CBOs are in various employments and only 6 per cent has no regular employment. Those who are self-employed (38.9 per cent) and the civil servants (29.9 per cent) form the majority of the employed respondents.

Majority of the respondents are low income earners as 31.4 per cent earn below N15,000 a month; 4.8 per cent earn less than N5,000 in a month and 9.5 per cent has no regular monthly income. From the data, over one-third of the sampled respondents has monthly income of between N15,000 and N30,000, while only (39 per cent) earn above N55,000 as monthly income (Table 4.3).

Table 4.3: Income status of members of Sample CBOs

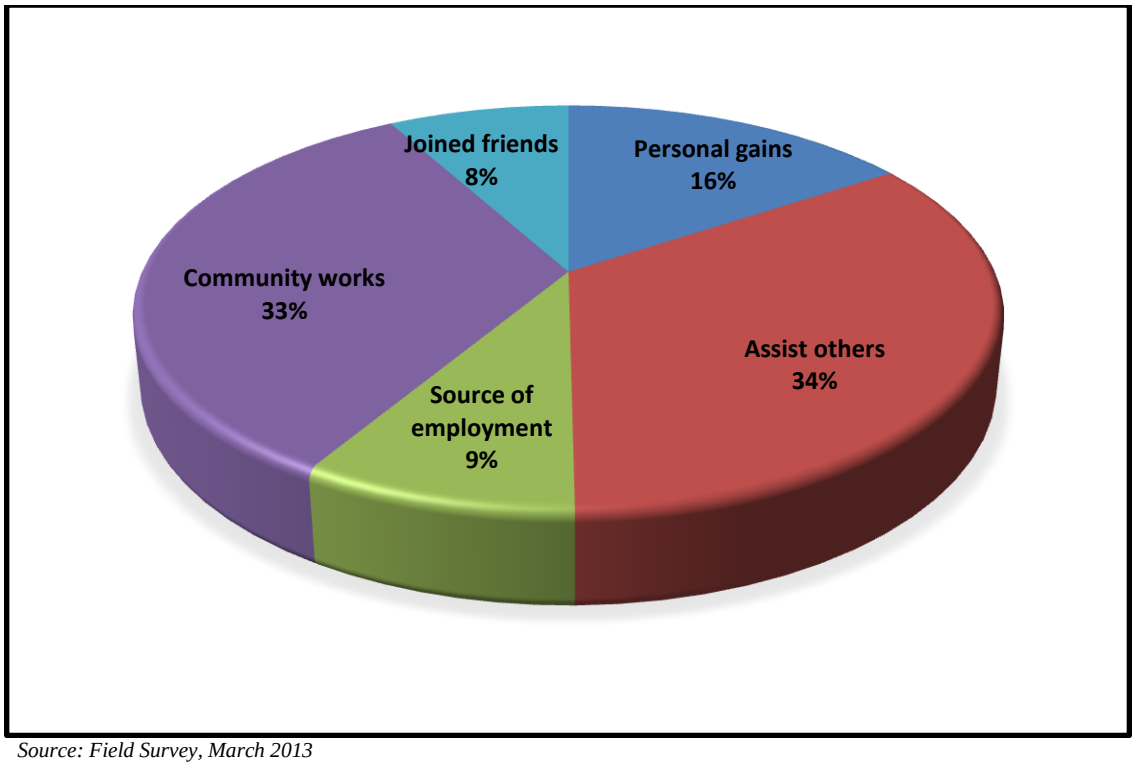
Monthly income (Naira)	No. of Respondents	Percentage
No income	10	9.52
<5,000	5	4.76
5,000-10,000	14	13.33
10,100-15,000	14	13.33
15,100-20,000	14	13.33
20,100-25,000	11	10.48
25,100-30,000	16	15.24
30,100 -35,000	7	6.67
35,100 -40,000	4	3.81
40,100 -45,000	4	3.81
45,100 -50,000	3	2.86
50,100 -55,000	1	0.95
55,100 -60,000	1	0.95
>60,000	1	0.95
Total	**105**	**100.00**

Source: Field Survey, March 2013 **Note: N150 is equivalent to USD1.00** (see appendix)

Although, respondents are usually sceptical about declaring income, the monthly income of members of sampled CBOs shows that majority of those engaged in voluntary urban development projects in Minna are low-income earners. Less than half, 45.7 per cent, of members earn a monthly income that is above the national and Niger State minimum wage of N18,000.00.

4.2.7 Reasons for joining CBOs

The aims of CBOs are the main attraction for individuals' membership. The main motives behind the formation and definition of activities and projects by the CBOs, are the reasons why individuals join the organizations.



Source: Field Survey, March 2013

Fig. 4.5: Members' Reasons for Joining Sampled CBOs

The global CBOs formation drivers are reflected in the reasons for joining the organizations. As indicated by the respondents, individuals joined the CBOs so as to serve the community, assist others or gain access to avenues of employment. The general welfare of members and the society are other reasons for the formation of the CBOs as well as the factors that lead individuals to join the organizations. Other reasons for the formation and joining the CBOs include personal gains, peer influence and pressure and the need to serve the community.

4.2.8 Years of CBO Establishment

More than half, that is 93 (or over 57 per cent) of CBOs in Minna were formed in the last five (5) years, and only about ten per cent (9.6 per cent) have been in existence for over a decade. Majority, 86.5 per cent, of these organizations were formed during the last 15 years when democratic reforms started as against the preceding

military years during which only 4.2 per cent of the organizations were formed (Table 4.4).

Table: 4.4: Ages of CBOs

Age (years)	Frequency	Percentage
1 – 5	54	56.9
6 – 10	28	29.6
11 – 15	9	9.6
>15	4	4.2
Total	**95**	**100.00**

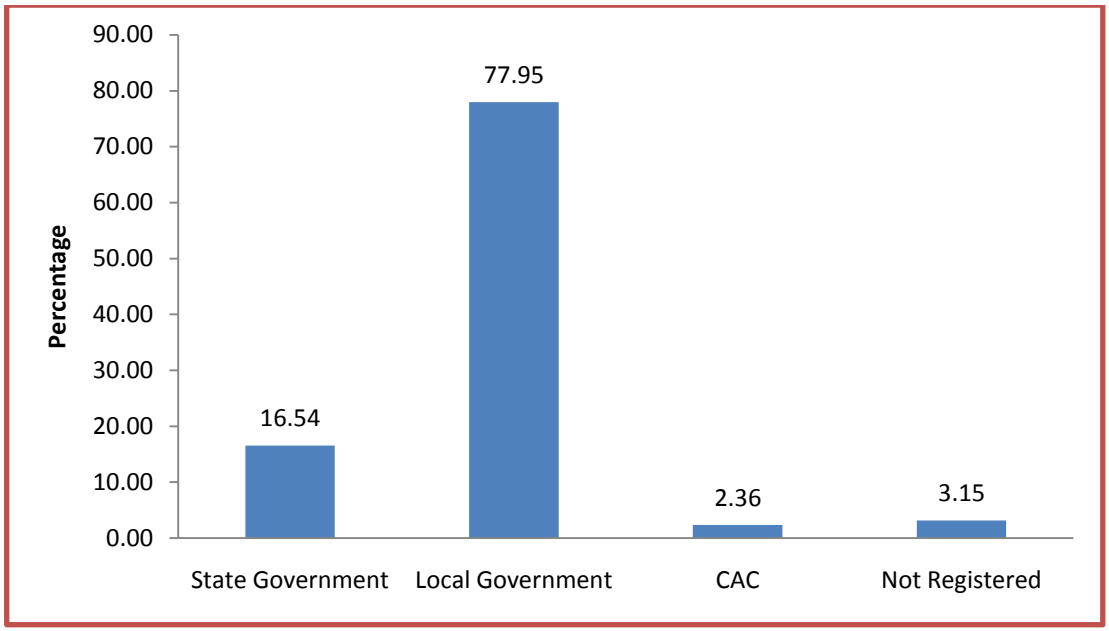
Source: Field Survey, March 2013

It should be noted that the present democratic government started in 1999, and over 86 per cent of the CBOs were formed within this period.

4.2.9 Registration Status of CBOs

There is high rate of registration of CBOs in Minna particularly with the Local Government Councils (LGCs). Only about 3 per cent of the CBOs are not registered with either the State Ministry of Youths and Social Development, the Youth Development Department of the LGCs or the Corporate Affairs Commission (CAC) (Figure 4.6).

The organizations are generally encouraged by the LGCs to register. Each organization that registered with the LGCs has a file that contains a copy of the organization's constitution, minutes of first general meetings where issues of the formation of the association and the subsequent registration were discussed (Appendix I). The file also contains the organizations' contact address, list of officials and telephone numbers. The registration process, from date of submission of application to the granting of certificate, takes less than a week. Indeed, many had registration processes completed in a day.



Source: Field Survey, March 2013

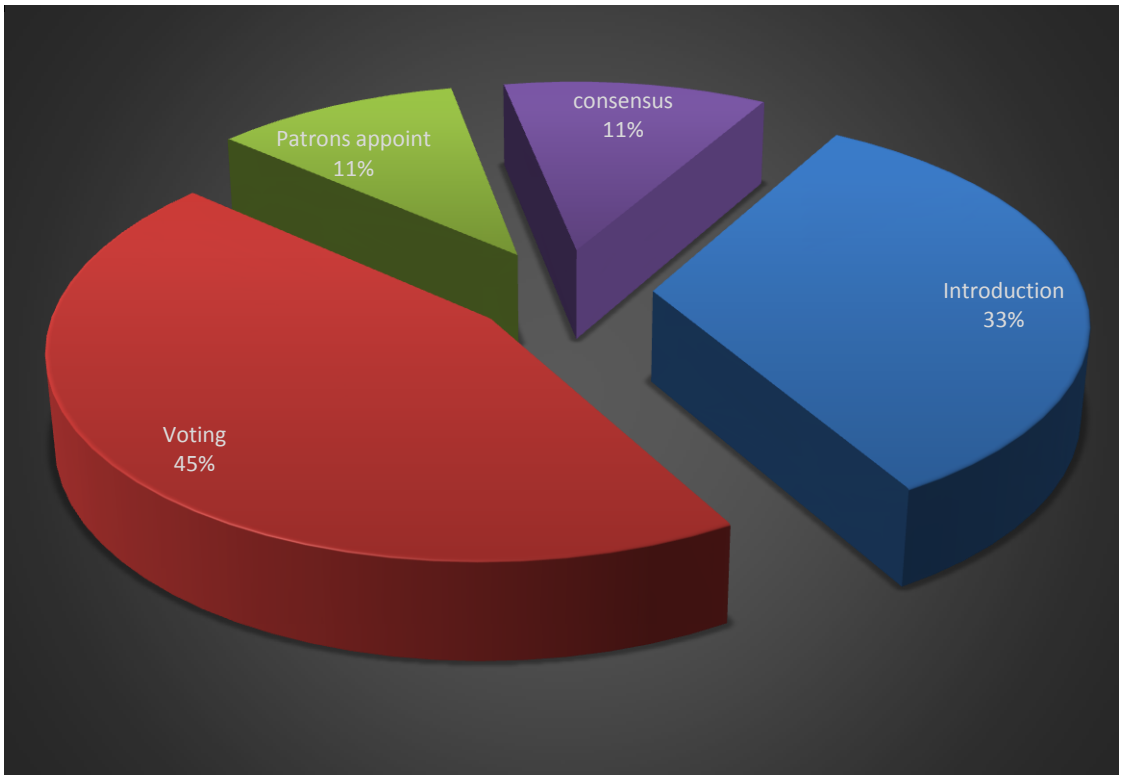
Fig. 4.6: Registration of Sampled CBOs

By registering with the State Government or LGCs, the organization's activities gain official recognition and is qualified to be reached by public agencies for various activities including urban development projects. Registration of CBOs also make the organizations outlets for the distribution of farm inputs, training and awareness campaign on national programmes like the Children Immunization Programme and electoral activities. Government agencies like the Niger State Urban Development Board (NSUDB), Niger State Environmental Protection Agency (NSEPA), and Niger State Emergency Management Agency (NSEMA) usually seek partnership of registered CBOs in carrying out some of their functions.

4.2.10 Leadership of CBOs

Democratic and accountable leadership guarantees people-oriented decision making that can pave way for progress and development. The survey revealed that there are both democratic and less democratic processes of appointing leaders of CBOs in the

study area. About half of the leaders of the sampled CBOs came to office through voting, while about 33 per cent became leaders through consensus (Figure 4.7, and Table 4.22).



Source: Field Survey March, 2013

Fig. 4.7: Processes of appointing leaders of Sample CBOs

Informal appointment of leaders through introduction by members of the CBOs or the patrons of the CBOs is less common with only about one-fifths of the present leadership composition.

4.2.11 Members' Awareness of CBO Projects

The outcome of a project can be affected by the level to which the community and especially the beneficiaries are aware of it. In community organizations, awareness of projects that concern the welfare of the society cannot be over-emphasized. It is also expected that all members of CBOs are aware of projects and programmes. Field data

showed that over 90 per cent of the members of CBOs are aware of the activities of their CBOs. Almost the same amount (88.7 per cent) of the members obtained the information at general meetings. The data also showed that only 2.5 per cent members of CBO became aware of projects when politicians visit the community.

4.3 MECHANISMS OF CBO PROJECTS EXECUTION IN URBAN DEVELOPMENT AND MANAGEMENT

This section presents the different urban development projects of CBOs in Minna and their spatial spread. An assessment of the processes and operations of these community organizations in the sense of membership mobilization, project funding and execution were raised as the main issues.

4.3.1 Planning and Mobilization of Members

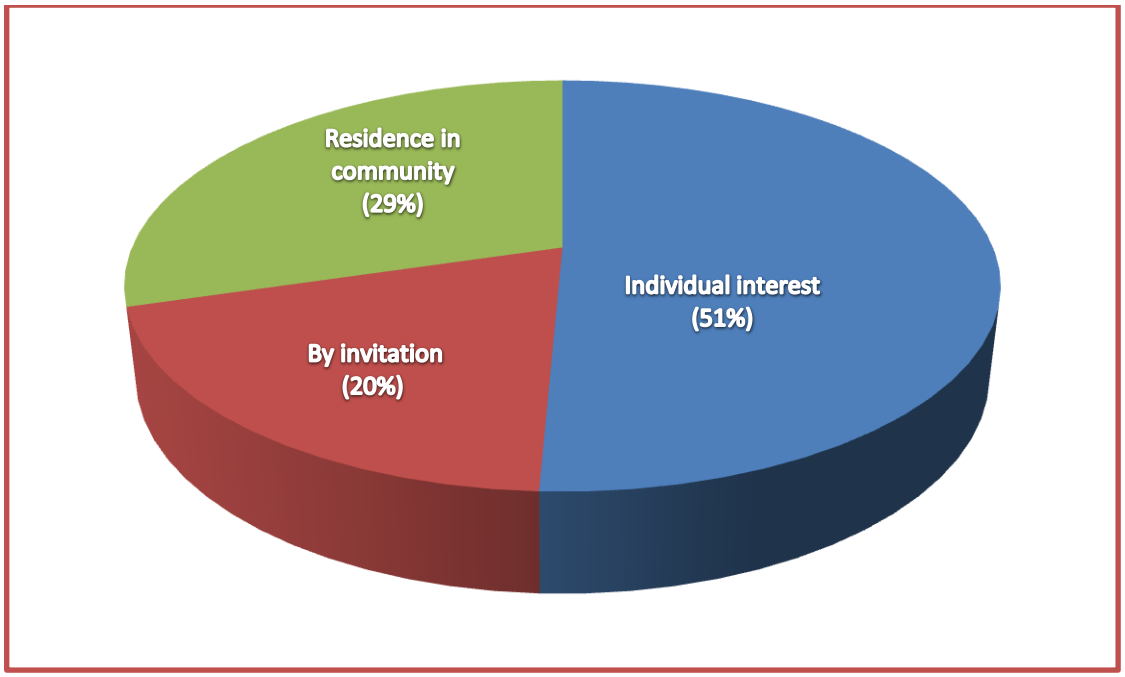
All CBOs that were studied had procedures and processes of membership registration that is tied to community development activities. The organizations have unique processes and procedures for mobilizing members, funds and other resources for the development projects. The mobilization of members is linked to project identification, funding, execution and management of development projects.

It is noted that the CBOs adopted open membership policy thereby encouraging full membership of any potential member or volunteer at any time. This ‘no-strict’ condition of membership gives interested individuals easy access to membership and participation in projects.

4.3.1.1 Recruitment of Members by CBOs

The membership of CBOs is open to virtually every member of the community who is interested in the activities of CBOs. The membership is not restricted to any social or demographic group but open to all including those who are not permanent residents of the ward or neighbourhood of CBO location. The process of open membership allows CBOs to easily access individuals' skills and labour for various development projects. The ease of membership also increases the working relationship between and within CBOs as members interact and network to successfully address issues of common interest. By increasing avenues for sharing ideas and experiences, mutual relationship and cooperation, the CBOs allow access to wider human resource base of other organizations within and outside the domain of the organizations. The open membership process makes every member of the community a potential member of CBOs in Minna.

Over half (50.7 per cent) of members of the sampled CBOs took up membership to take part in the development projects of the organizations, one-third (29.6 per cent) are members by virtue of place of residence and almost one-fifth (19.7 per cent) were invited to the membership of the CBOs (Figure 4.8).



Source: Field Survey March, 2013

Fig. 4.8: Sampled CBOs' Membership Processes

The dominant means to become a member of a CBO is to express interest. To become a member, some CBOs have membership forms that must be completed and this could be followed by the payment of a registration and or membership fees.

4.3.2 Project Funding by Sampled CBOs

The sampled CBOs have devised ways of funding and accomplishing community projects that includes monetary and non-monetary contributions from members. The non-monetary aspect involves free manual labour and donation of work materials by members and potential beneficiaries of the facility towards the successful execution of development projects.

4.3.2.1 Funding of CBOs' Urban Development Projects

The sampled CBOs are innovative in sourcing funds for various development projects. Almost half (47.1 per cent) of the finance for CBO projects came from direct contributions by members as levies, or membership dues. Another source of funds is the

income on profits from investments such as trading, organizing and managing of social events, and sales of products from farming (21 per cent). From these three main sources, CBOs are able to source over 67 per cent of the funds expended on various development projects. Assistance from government is rare while contributions from rich members of the society accounted for about 11 per cent (Table 4.5) of project funds.

Table 4.5: Sources of Funds for CBOs Projects

Sourcing funds for activities through:	Frequency	Percentage
Membership levy	47	27.06
Membership dues	35	20.00
Contributions from community members	29	15.29
Profit from investments	36	21.18
Assistance from rich people	18	10.59
Assistance from Government	10	5.88
Total	**175**	**100.00**

Source: Field Survey March, 2013

Certain projects like neighbourhood security or vigilante groups are sponsored by the community from community funds specifically collected from each household. This levy is coordinated by CBOs and also used for emergencies like environmental disasters in the neighbourhood.

4.3.2.2 Value of Fees and Levies Paid by Members of Sampled CBOs

The CBOs collect membership dues majorly to finance urban development projects. For the funding of the projects, three types of membership dues were designed by the organizations. There is the membership registration fee, annual membership dues, and monthly dues. The amounts collected for each of these is not only small but many of the sampled CBOs do not charge any amount for membership fee and do not have annual or monthly dues. Field assessment revealed that, amongst all the fees and dues that are collected, it is only the annual membership due that is charged at more

than a thousand Naira. In the sample, 21 per cent of the members paid above N5,000, while over 34 per cent paid fees between N500 and N2,000 (Table 4.6).

Table 4.6: Dues Collected by Sample CBOs

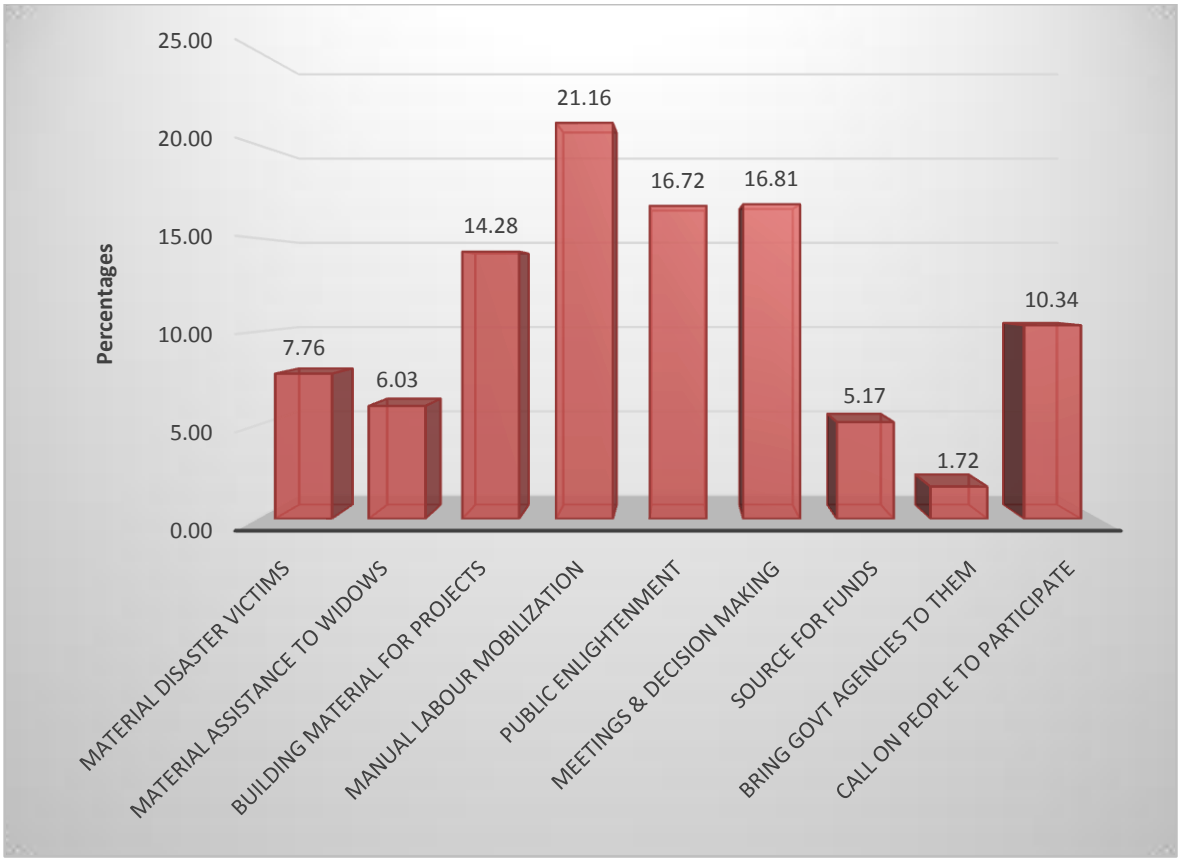
Amount (Naira)	Percentages of payments		
	Membership registration fee	Monthly membership dues	Annual membership dues
Free	25.37	5.13	7.89
<50	7.46	2.56	
50	5.97	15.38	
51-100	8.96	28.21	
101-150		2.56	
151-200	8.96	12.82	
201-250	10.45	7.69	2.00
251-300	11.94		1.04
351-400		2.56	2.12
400-450			5.00
451-500	7.46	17.95	3.00
500-1,000	1.43	2.00	28.95
1,001-1,500	7.00	1.13	13.16
1,501-2,000	5.00	2.00	2.63
2,001-2,500			5.26
3,001-3,500			2.63
3,501-4,000			2.63
4,501-5,000			2.63
>5,000			21.05
Total	**100.00**	**100.00**	**100.00**

Source: Field Survey March, 2013

The amounts collected by CBOs explain the sizes of annual budgets and why CBOs cannot finance costly projects.

4.3.2.3 Mobilization of Non-monetary Contributions to Execute CBO Projects

The data shows that material contributions towards the achievement of development projects organized by CBOs is jointly collected by both members and officials of the organizations assigned to execute particular projects. The assigned collectors usually reach out to potential donors in order to collect donated work materials for planned or on-going projects. Unlike free manual labour, material contributions are usually mobilized in various ways (Figure 4.9).



Source: Field Survey March, 2013

Fig. 4.9: Non-monetary Contributions for CBO Projects

Members of the sampled CBOs contribute materials for project execution in the form of building materials (cement, boulders or rocks, sand and gravels). Individuals are also known to purchase water, hire wheelbarrows and provide labour for the execution of community projects.

Manual labour contribution is usually for environmental sanitation, road repairs or clearing of drainages projects. For these, public announcements are made to prompt volunteers or members can be contacted to make financial contribution where skilled labour is required so as to enable them execute certain development projects. One Voice Movement Association and Maiwan Cooperative Association in Maikunkele area are

known to use this approach to build wells and toilets, and carry out repairs of water bore-holes.

CBOs that are known for the execution of projects through non-monetary material contributions include Bosso Estate Development Association, Bosso Youth Association, and Fadikpe Development Association. Other welfare based CBOs like Mutunchi Cooperative Association and Maiwan Cooperative Association in Maikunkele, the Gbadagun Women Association in Tungan Goro, and Sa'asi Kaluko Women Multi-purpose Cooperative in Barikin Saleh, are known to encourage members to contribute foodstuffs, clothing materials and physical presence during social ceremonies or when a member is bereaved.

In most cases, the non-monetary contributions to CBO projects complement the monetary contributions to the execution of the projects. Because of the non-monetary contributions, environmental sanitation projects are known to cost less in spite of the fact that such activities occurs on a wider scale relative to road repairs or construction of culverts.

4.3.3 Procedure for CBO Project Execution

4.3.3.1 Procedure for Project Execution

The processes for the implementation of community projects by CBOs varies as to the type and circumstances. Interventions by CBOs are mostly informed by democratic decision making – where the need for the project, its cost implications, the available and possible funding arrangements, and the required labour, are discussed.

After deliberations on the development project to be undertaken, materials and personnel - made up of members of the CBOs and volunteers, are mobilized to the

project site. Beneficiaries, rich and influential members of the community are also known to contribute materials, food and provide moral support to workers at project sites. It was realised that many projects and other activities usually take place during weekend days in order to ensure availability of members of CBOs, beneficiaries and volunteers.

4.3.3.2 Project Completion

Each completed CBO project is often handed over to the community for management and security. The community on its part usually sets up committees for this purpose. Sometimes, community facility can be left in the care of an individual or household for safe keeping. A water bore-hole facility in Bosso was handed over to the household that is closest to it and the household head automatically became the custodian of the facilities. The household head took possession of the keys to the facility and became the contact person on issues concerning the management and safety of the entire project.

4.3.4 Types of CBO Projects

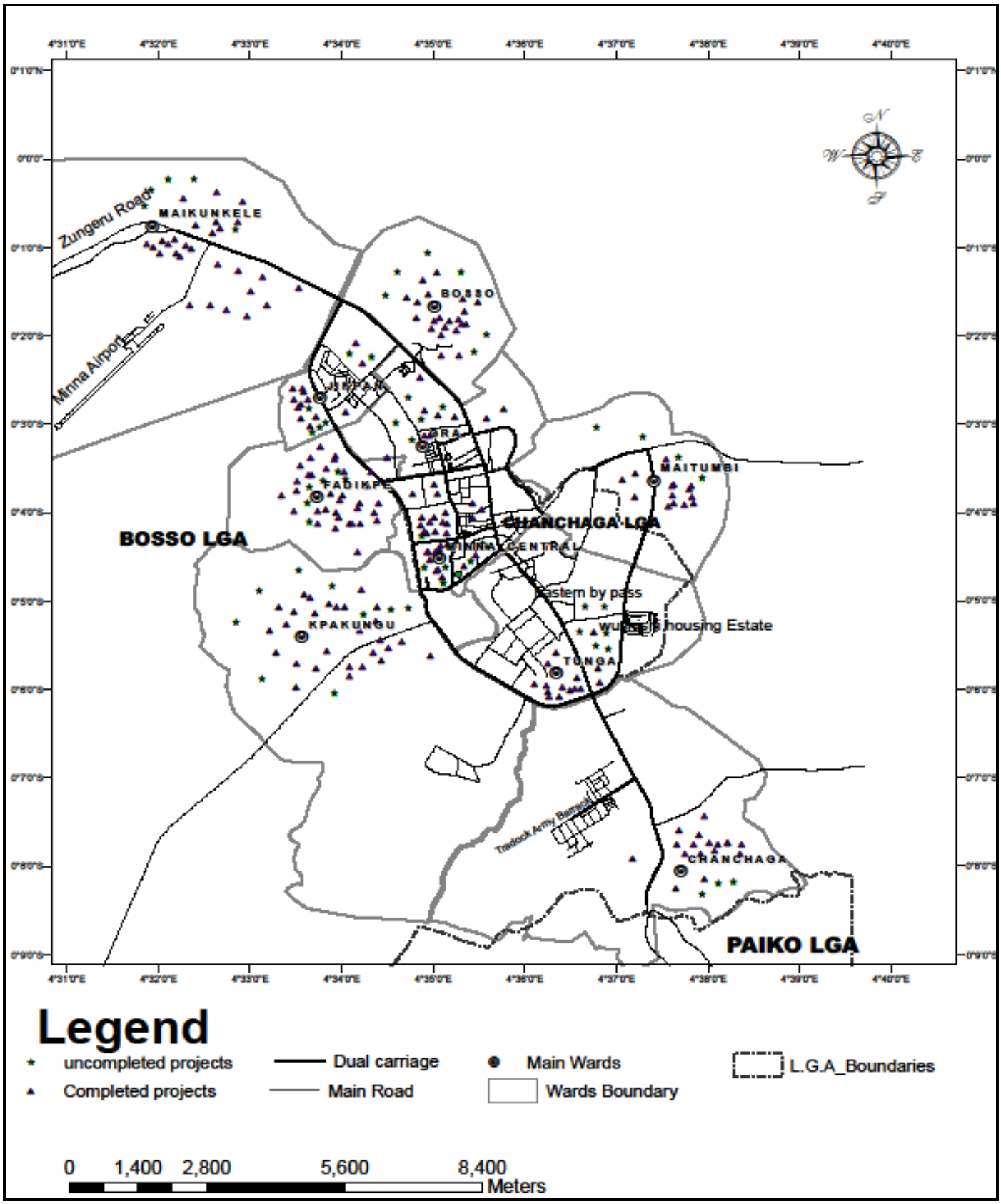
The CBOs in Minna embark on several urban development projects. These projects were identified and classified into three main groups. These are the environmental protection, infrastructure and facilities development, and, social welfare. Environmental protection which cover activities that were carried out to manage and maintain the environment and the resources therein in the form of environmental sanitation and tree planting; infrastructure and facilities development consisting of the construction and maintenance of facilities like roads, drainage, educational infrastructure, electrical installations, water pipes, bore holes and other urban facilities.

Social welfare activities are those concerned with assisting victims of disasters, public enlightenment, and training and welfare services (Table 4.7 and Figure 4.10).

Table 4.7: Main Urban Development Projects of the Sample CBOs

S/N	Main Activities			
	Environmental Protection	**Frequency**	**Percentage**	**Sectorial percentage**
1	Tree planting	7	2.80	
2	Clearing of drainage	20	8.00	
3	Clearing of waste dumps	25	10.00	20.80
	Infrastructure & Facilities Development			
4	Road construction	20	8.00	
5	Road maintenance	31	12.40	
6	Repair of water pipes	13	5.20	
7	Repair of water bore holes	6	2.40	
8	Maintenance of electric transformer	7	2.80	
9	Maintenance of classroom	13	5.20	
10	Sinking of water bore holes	5	2.00	
11	Building of toilets	3	1.20	
12	Building of wells	3	1.20	
13	Maintenance of hospitals and clinics	3	1.20	41.60
	Social Welfare Projects			
14	Vigilante activities	17	6.80	
15	Public enlightenment	24	9.60	
16	Welfare for the needy	16	6.40	
17	Extramural classes	5	2.00	
18	Entrepreneurship empowerment	32	12.80	37.60
Total		**250**	**100.00**	**100**

Source: Field Survey, March 2013



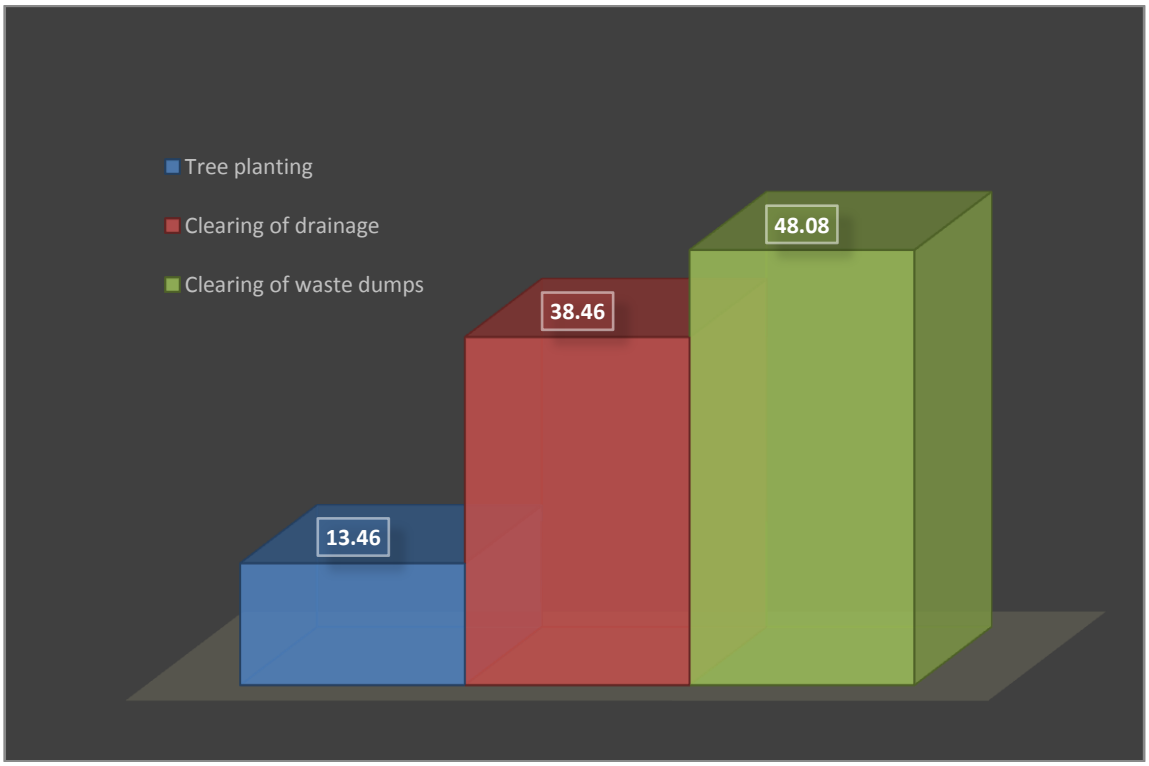
After: Google Earth (2013) & Field Survey, March 2013

Fig. 4.10: Distribution of Urban Development Projects of Sampled CBOs in Minna

A number of these projects involve manual labour while others like organizing public enlightenment, extramural classes for secondary school students and adult education need skilled manpower and are carried out as a voluntary services and anchored by members of the CBOs.

4.3.4.1 Environmental Protection

Projects in this category constituted about 20 per cent of the activities of the sampled CBOs in Minna. Environmental sanitation including clearing of waste dumps and drainages that are carried out by many CBOs accounts for 18 per cent of all the projects of the CBOs. The least popular activity in this category is tree planting which recorded less than 3 per cent (Table 4.7). Figure 4.11 shows that clearing of waste dumps is about half of the projects in this category.



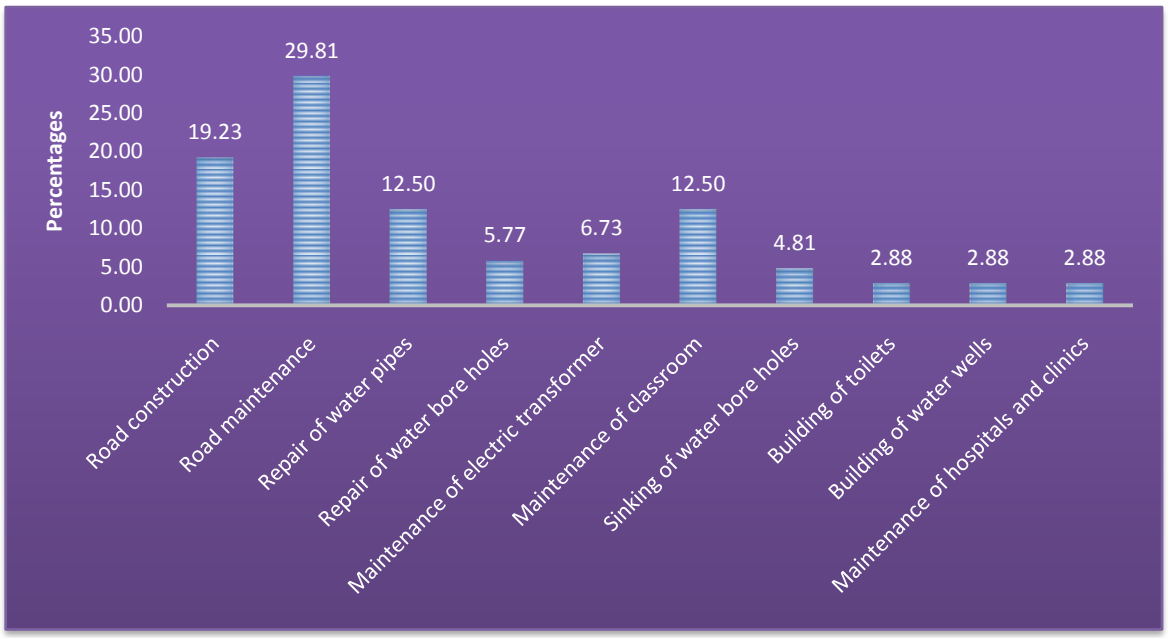
Source: Field Survey, March 2013

Fig. 4.11: Environmental Protection Projects of Sampled CBOs

The benefits of the projects in this category goes to the entire community but the youth and members of CBOs bear the financial burden and the material costs of the projects. It was also found that members of the community and the CBOs are sometimes joined by volunteers from within and outside the area for the execution of these projects.

4.3.4.2 Infrastructure and Facilities Development

The development, maintenance and management of physical infrastructure and facilities constitute about 41 per cent of the total activities of CBOs in Minna. The main activities in this aspect are road construction and maintenance, and, the procurement, management and servicing of urban facilities. The most prominent among these include the construction and repairs of roads, water pipes and bore holes. The maintenance of electrical installations like transformers, cables and poles, and the maintenance of hospitals and clinics are also prominent (Figure 4.12 and Plates II-V).



Source: Field Survey, March 2013

Fig. 4.12: Infrastructure and Facilities Development Projects of Sampled CBOs

A large number of the projects in this category include road construction and maintenance that is about half of the projects in this category. Other two types of projects are the provision of water and the maintenance of water supply facilities and the maintenance of classrooms with each set accounting for over 10 per cent of the activities in the infrastructure and facilities development project sector. The maintenance of classrooms constitutes over 12 per cent of the total projects in the sector and above 5 per cent of the entire development projects of CBOs in the study area (Table 4.7 and Plates IV-VII).

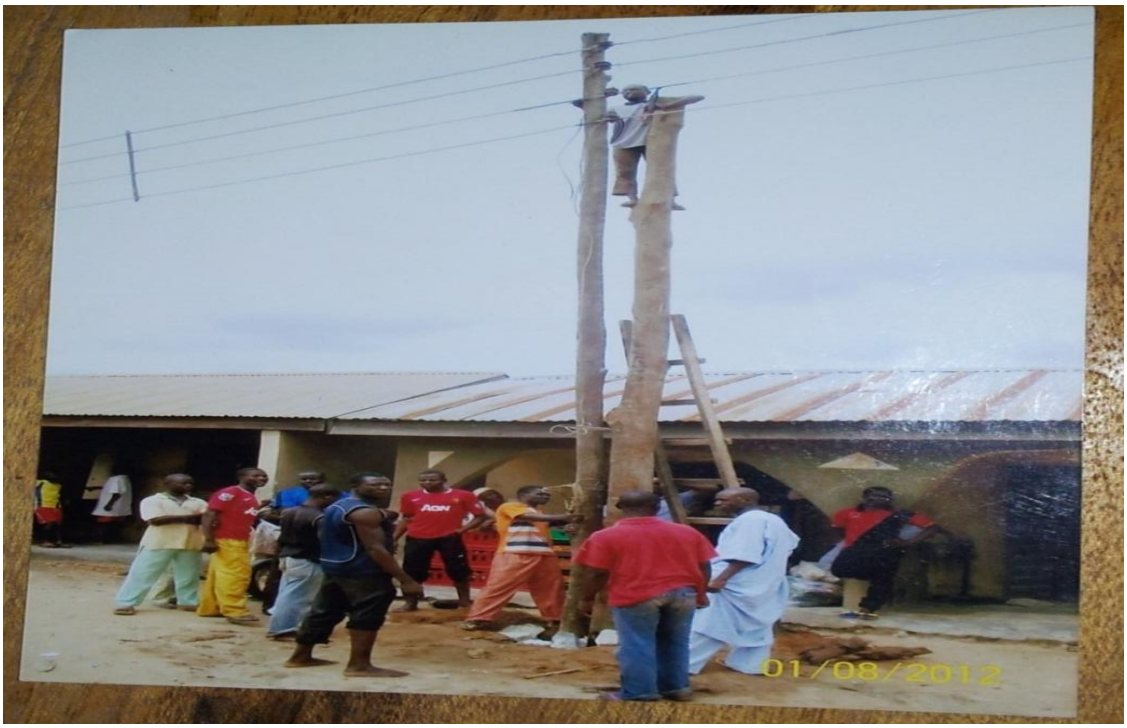
Plate IV shows road maintenance project led by Fadikpe Youth Association – in Fadikpe ward. In this project, just as in many others, individuals and the community members contributed labour and materials.



Source: Fadikpe Youth Association, March 2013

Plate IV: Road maintenance by members of CBOs in Fadikpe Ward

Repair of roads by the CBOs eases and increases accessibility and circulation within and between the various residential areas of Minna.



Source: Fadikpe Youth Association, March 2013

Plate V: Installation of electric equipment by CBOs in Fadikpe Ward



Source: Fadikpe Youth Association, March 2013

Plate VI: Repair of electric transformer by CBOs in Fadikpe Ward



Source: Field Survey April, 2011

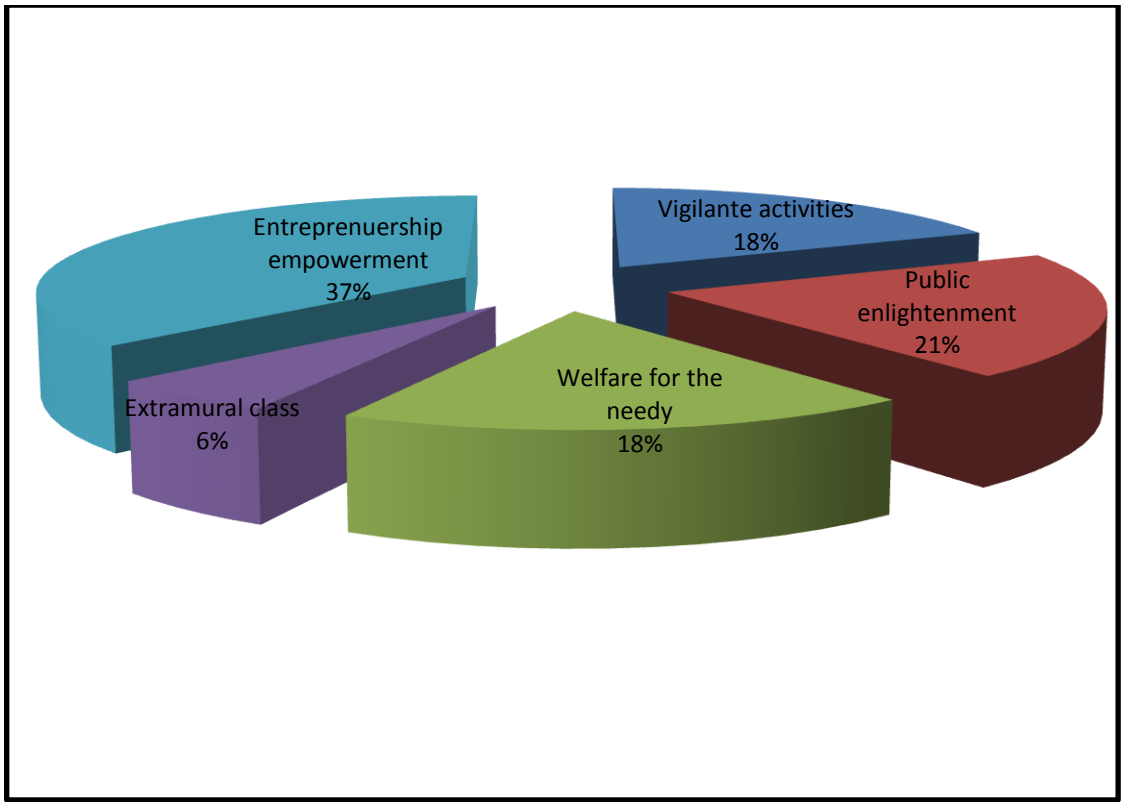
Plate VII: Water bore hole maintained by a CBO in Bosso Ward

Plates IV and V show the urban development projects by Fadikpe Youth Association. The electrical cables, transformers, poles and other equipment for the projects were provided by the residents in the ward, community organizations, rich individuals, and the government. The installation of the equipment was carried out by technicians who are members of CBOs in the wards. Plate VII shows water borehole provided to Bosso community at Mypa Junction. The maintenance of the facility is by the Chairman of a CBO in the neighbourhood whose house is directly opposite the water pump.

Facilities like those in Fadikpe and Bosso wards are found across the study area with similar processes of conception, planning and implementation. The community usually contributes to maintain and secure the equipment just as contributions were mobilized for installation.

4.3.4.3 Social Welfare Projects

This category of projects constitutes over 37 per cent of CBOs' development projects in Minna. The main projects in this category are those of entrepreneurship empowerment, communal security services, information dissemination, extramural classes in schools, and material assistance to the needy in the society. Entrepreneurship empowerment and public enlightenment or awareness campaigns constitute about 20 per cent of the entire activities in this category. Next to these in proportion is the assistance to victims of disasters which takes the form of material donations and rescue operations (Figures 4.13).



Source: Field Survey April, 2011

Fig. 4.13: Social Welfare Projects of the Sampled CBOs

The youths in the wards take the advantage of entrepreneurship skills empowerment projects as beneficiaries are given loans and materials to commence income generating activities. People in the neighbourhoods also take advantage of public enlightenment, vigilante activities and the timely donations of materials to the needy in the society.

4.3.5 Distributions of CBO Projects in Minna

Community organizations in the high density neighbourhoods are the most active in project development, implementation and management. The high density and low income wards tend to dominate the community development activity as almost 70 per cent of the projects undertaken by the CBOs are in these wards. Fadikpe ward alone has over 17 per cent of the completed projects. While, the wards of Bosso, Kpakungu,

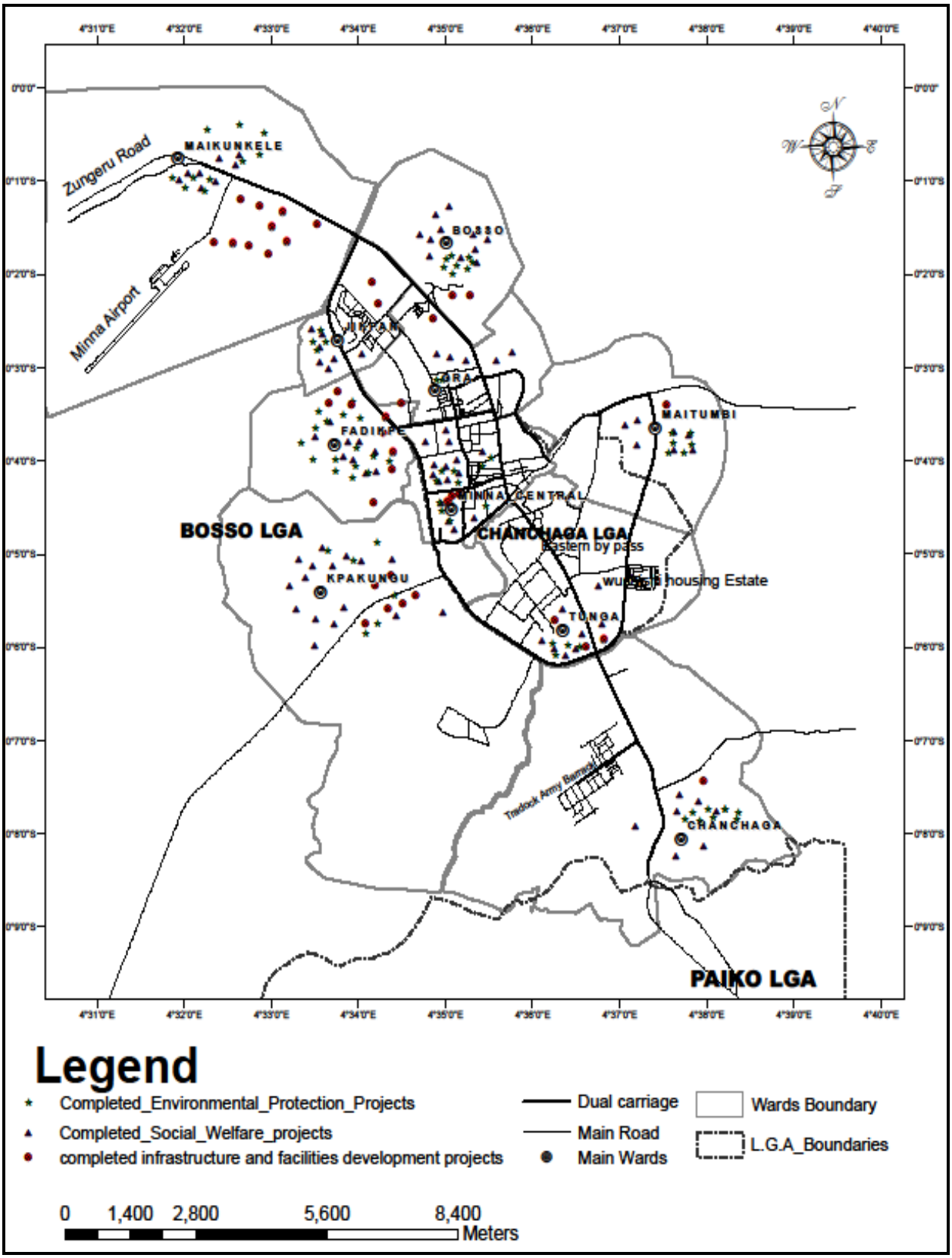
Maikunkele, and Minna Central have 31 per cent of these projects in them (Figure 4.14 and Tables 4.8).

Table 4.8: Projects of the Sample CBOs by Wards

Main Wards	Building of toilet	Building of wells	Clearing of drainage	Clearing of waste dumps	Entrepreneurship empowerment	Extramural class	Maintenance of classroom	Maintenance of electric transformer	Maintenance of hospitals/clinics	Public enlightenment	Repair of water bore	Repair of water pipes	Road construction	Road maintenance	Sinking of water bore hole	Tree planting	Vigilante activities	Welfare for the needy	**Total**
Fadikpe			3	5	3	1	3	2		4	2	2	4	6	2	1	3	2	**34**
GRA				2	2				1	2			1	5		1	1		10
Bosso			3	2	4	1	1	1		3		1	1	3	2	1	2	2	**21**
Kpakungu			3	2	4		2	2		6	2	2	2	3	1		3	3	**28**
Tunga			1	2	3	1	3		1	1		2	2	3			2	1	15
Maikunkele	3	3	2	2	2	1	2	1	1	1		1	4	4		1	2	2	**27**
Minna Central			4	5	7	1	1			4		3	1	3			1	2	**25**
Chanchaga			1	2	3							1	1	2		2	1	3	13
Jikpan			1		2		1	1			2		2	1		1	1		7
Maitumbi			2	3	2					3		1	2	1			1	1	12
TOTAL	**3**	**3**	**20**	**25**	**32**	**5**	**13**	**7**	**3**	**24**	**6**	**13**	**20**	**31**	**5**	**7**	**17**	**16**	**250**

Source: Field Survey March, 2013

Low and medium density wards have a certain types of CBO projects particularly those that require high finance. For example, two out of the three hospital maintenance projects are in the high and medium income wards, which also has the highest number of road maintenance projects. Fadikpe, Kpakungu and Maikunkele wards have high number of CBO projects despite the low-income status. This is due to the populations of these wards and more democratic approach to project identification and execution in the wards. It is the uniqueness of these aspects of project execution that made Maikunkele ward to have all the six projects that were carried out by the sampled CBOs.



After: Google Earth (2013) & Field Survey, March 2013

Fig. 4.14: Completed Projects of the Sampled CBOs by Wards

4.4 ASSESSMENT OF THE OUTCOMES OF CBO PROJECTS IN URBAN DEVELOPMENT

CBOs are generally active in executing urban development projects. The results of field surveys have shown that a number of these projects have been completed while others are at different stages of completion, or are abandoned. This section centres on the analysis of the number, types and the spatial spread of urban development projects of CBOs that are successful and not.

For the ease of this assessment, and guided by the nature of community development projects in a place, projects of sampled CBOs were grouped into completed and uncompleted to show the levels of accomplishment. The completed projects are those that were planned, undertaken and executed to completion level by the CBOs, while the uncompleted and abandoned ones are those that are at various stages of completion. Field survey shows that the main difference between uncompleted, on-going or abandoned projects is a matter of the length of time that work or the project had stopped. The same issues that usually prolong the completion of initiated projects often give it the status of on-going, stopped or abandoned project.

4.4.1 Assessment of Outcomes by Project Types and Location

The contributions of CBOs to urban development in Minna is constrained by a number of challenges. The CBOs are said to complete self-help projects, but this varies with types of projects, the CBOs and the wards of activity in Minna. This section discusses the explanations for the performance of the CBOs using such variables as number of the CBOs in the wards, membership strength, number of projects embarked upon, presence and the activities of supporting external organizations, processes and the procedures for membership as well as leadership. A correlation analysis was performed

in order to establish the relationship between these variables with CBOs' project outcomes.

4.4.1.1 Completed and Uncompleted CBO Projects

Table 4.9 shows that a total of 250 projects were embarked upon by the CBOs and the various levels of completion. These projects were grouped into 18 and arranged in alphabetical order. Among these community development projects, a total of 192 (80 per cent) were completed and Fifty-eight (58) of these projects were not completed at the time of survey. The total project completion rate is almost 80 per cent but the rate of uncompleted projects is still substantial considering the importance of the facilities to urban dwellers. About 78 per cent of these projects were completed within a year – with almost 55 per cent completed between one to three months. The regular daily, weekly and monthly exercises like the vigilante activities, extramural classes, public enlightenment, and the different environmental sanitation exercises form 40 per cent of the total number of projects undertaken by the CBOs. These projects are by nature continuous and hence are regarded as on-going exercise of the different CBOs in Minna.

There are 58 (23.2 per cent) uncompleted projects by the CBOs. Further analysis using regression and Student's t-test statistical analyses revealed that there is a difference between these two sets of data (Table 4.9).

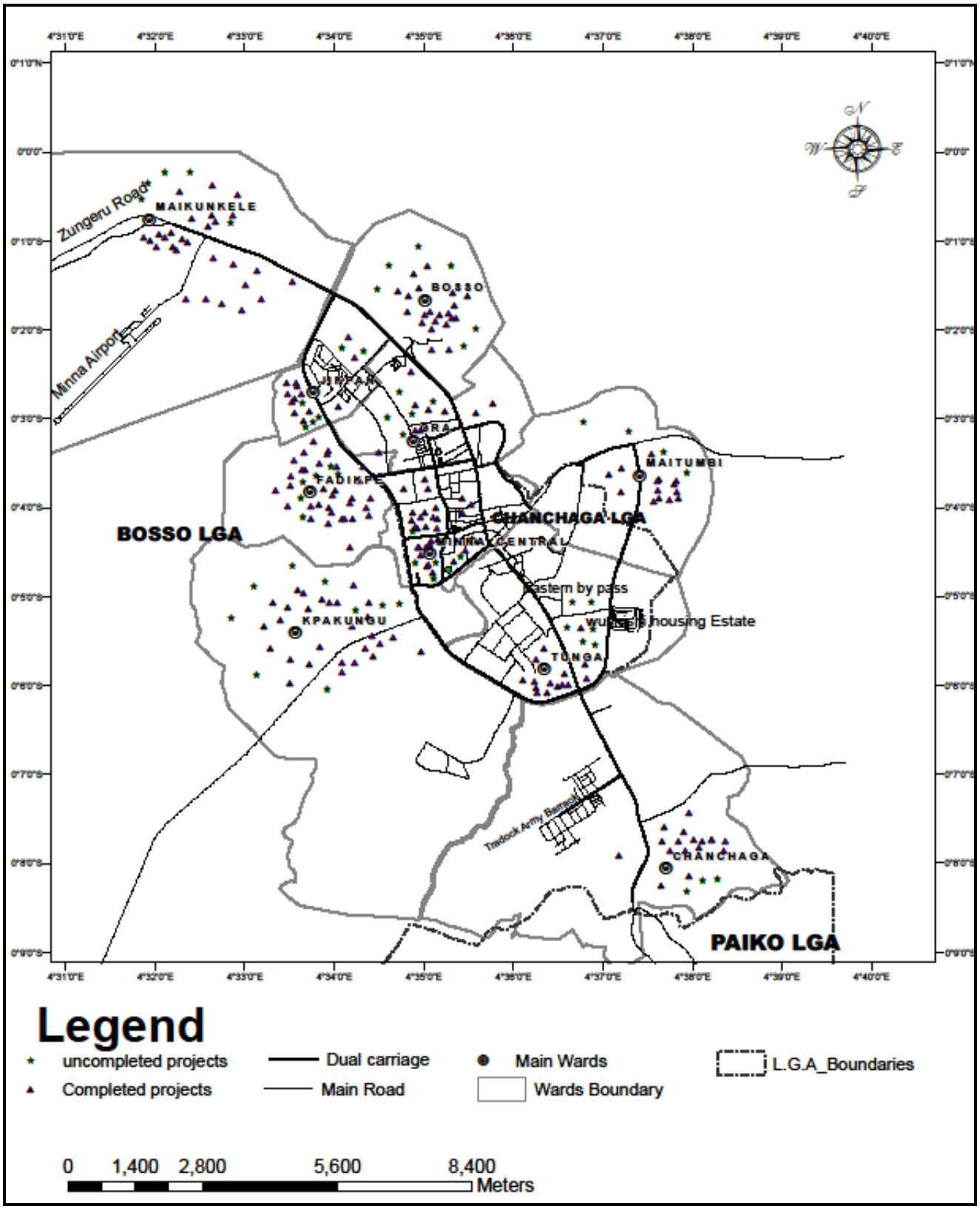
Table 4.9: Completed and Uncompleted Projects by Sampled CBOs

SN	Types of Projects	Initiated	Completed	Still on-going	Percentage completed
1	Building of toilet	3	3	0	100.00
2	Building of wells	3	3	0	100.00
3	Clearing of drainage	20	16	4	80.00
4	Clearing of waste dumps	25	15	10	60.00
5	Entrepreneurship empowerment	32	32	0	100.00
6	Extramural class	5	4	1	80.00
7	Maintenance of classroom	13	5	8	38.46
8	Maintenance of electric transformer	7	6	1	85.71
9	Maintenance of hospitals/clinics	3	3	0	100.00
10	Public enlightenment	24	24	0	100.00
11	Repair of water bore holes	6	5	1	83.33
12	Repair of water pipes	13	13	0	100.00
13	Road construction	20	7	13	35.00
14	Road maintenance	31	15	16	48.39
15	Sinking of water bore hole	5	1	4	20.00
16	Tree planting	7	7	0	100.00
17	Vigilante activities	17	17	0	100.00
18	Welfare for the needy	16	16	0	100.00
Total		**250**	**192**	**58**	**76.80**
		n = 18, r = 0.020, cal ‘t’ = 4.00, tab ‘t’ =2.75.			

Source: Field Survey March, 2013

From the Table 4.9 above, using regression analysis; r = 0.020, hence, ‘t’ value (i.e. calculated t) is 4.00. Since table ‘t’ is 2.75 at 0.05 (5%) degree of freedom, calculated t is greater than the table ‘t’, there is statistically significant difference between the number of completed and uncompleted projects of the CBOs across the various wards of Minna

Generally, projects whose execution is dependent on community labour and demands less financial commitments were easily completed. This accounts for the near or 100 per cent success recorded for projects like community water wells and toilets, tree planting, entrepreneurship empowerment, vigilante activities, public enlightenment, maintenance of electric equipment, the repair of damaged water pipes and water bore holes, and many aspects of environmental sanitation. Other projects such as road construction and maintenance, maintenance of classrooms, or sinking of water bore holes that require high financial layout have only 20 per cent completion (Figure 4.15).



After: Google Earth (2013) & Field Survey, March 2013

Figure 4.15: Completed and Uncompleted Projects of Sampled CBO

The data further revealed that most of the uncompleted projects require skilled man power and diligent planning besides the large financial commitments from planning to execution and management. This is why there were no attempts to build new schools or classrooms in any community or to purchase electricity transformers. Labour is the major asset of the CBOs, and it is contributed whenever a government agency, NGOs or individuals have need for it in project execution. This is illustrated by the installation and maintenance of electric equipment in Fadikpe (Plates IV–VII) and building of wells and toilets in Maikunkele wards.

4.4.1.2 Relationship Between Number of Projects and Project Outcomes of CBOs

Field assessments and statistical analysis show a strong Pearson's Product Moment Correlation (PPMC) of 0.695. That is, 48.3 per cent, between the totality of CBO projects and the number of uncompleted projects. Field assessment further showed that many CBOs cannot handle large number of development projects and that even the number of CBOs in a community does not necessarily mean automatic success of development projects once started (Table 4.10).

Table 4.10: Number of projects and outcomes of projects

Wards	No. of CBOs	No. of projects	Project outcome	
			Completed	Uncompleted
Fadikpe	4	41	34	7
GRA	6	15	10	5
Bosso	13	27	21	6
Kpakungu	38	37	28	9
Tunga	18	21	15	6
Maikunkele	12	32	27	5
Minna Central	30	32	25	7
Chanchaga	13	16	13	3
Jikpan	11	13	7	6
Maitumbi	19	16	12	4
TOTAL	**164**	**250**	**192**	**58**
PPMC	*0.300*			
PPMC Comp	*0.236*	*0.537*		
PPMC Uncomp	*0.991*	*0.695*		

Source: Field Survey March, 2013

The data also shown that the number of projects in a ward may point to the level of project completion. There is a slightly high correlation between these two variables and this could be accountable for the number of projects and levels of completion with a correlation value of 0.537 (that is, 29 per cent).

4.4.2 Spatial Spread of Completed Projects

4.4.2.1 Project Completion By Average Income of Wards

Completed projects are more in the low-income wards like Fadikpe (30), Kpakungu (28), Minna Central (25), and Bosso (21). As in Table 4.11, most uncompleted projects in the low-income neighbourhoods are those that require high skilled personnel, huge financial layout, government bureaucracy, diligence and long term planning. The sinking of water bore holes, road construction, extension and maintenance that are not completed are projects that require the services of trained engineers, builders and technicians and sometimes government permission and approval.

Table 4.11: Completed Projects of the Sample CBOs by Wards

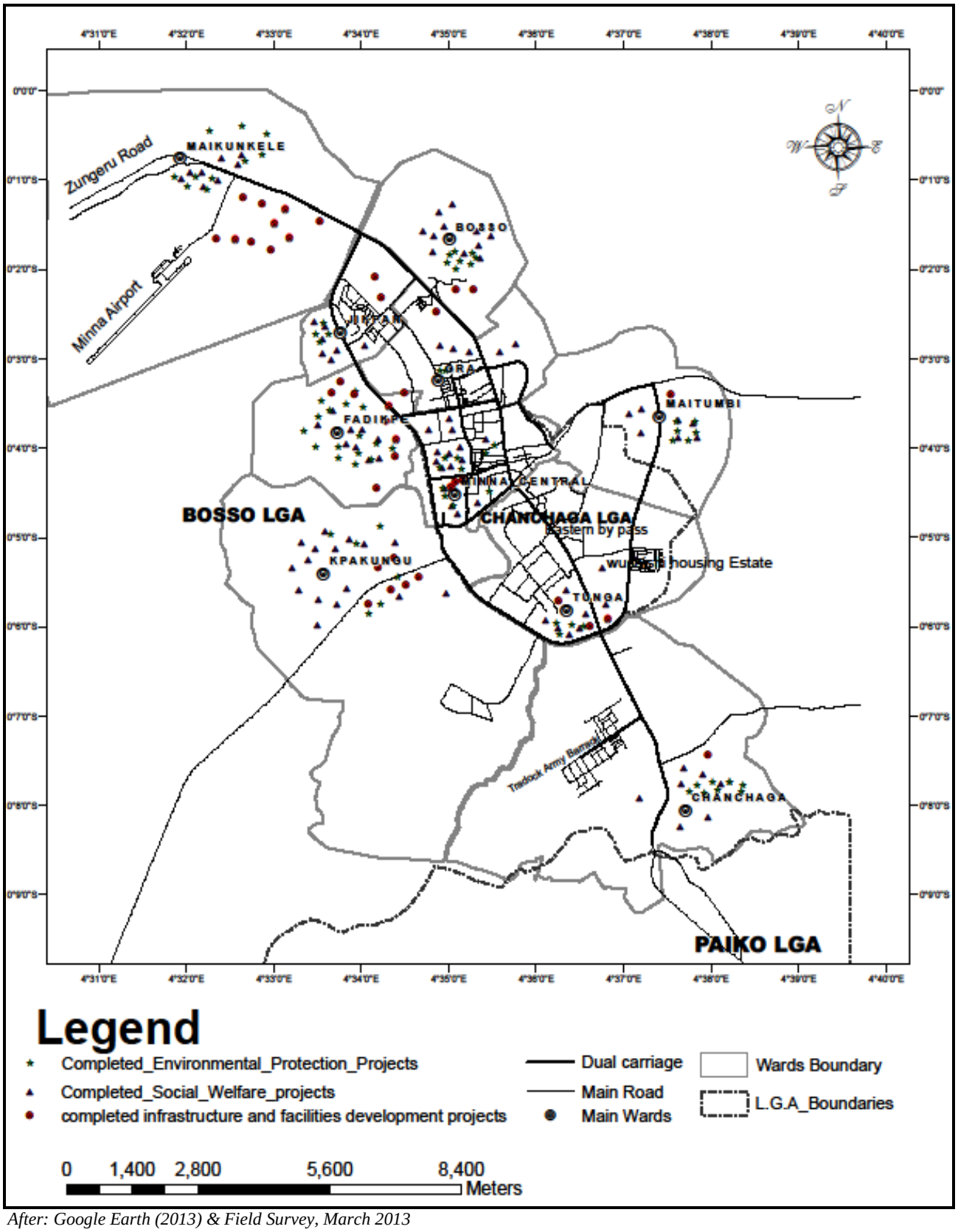
Main Wards	Building of toilet	Building of water wells	Clearing of drainage	Clearing of waste dumps	Entrepreneurship empowerment	Extramural class	Maintenance of classroom	Maintenance of electric transformer	Maintenance of hospitals and clinics	Public enlightenment	Repair of water bore holes	Repair of water pipes	Road construction	Road maintenance	Sinking of water bore hole	Tree planting	Vigilante activities	Welfare for the needy	**Total**
Fadikpe			3	4	3	1	2	2		4	2	2	1	3	1	1	3	2	**34**
GRA					2				1	2			1	2		1	1		10
Bosso			2	1	4	1		1		3		1		3		1	2	2	**21**
Kpakungu			3		4		1	1		6	2	2	1	2			3	3	**28**
Tunga			1	1	3	1	1		1	1		2		1			2	1	15
Maikunkele	3	3	2	2	2	1	1	1	1	1		1	2	2		1	2	2	**27**
Minna Central			2	4	7					4		3		2			1	2	**25**
Chanchaga			1	1	3							1	1			2	1	3	13
Jikpan			1		2			1			1					1	1		7
Maitumbi			1	2	2					3		1	1				1	1	12
TOTAL	**3**	**3**	**16**	**15**	**32**	**4**	**5**	**6**	**3**	**24**	**5**	**13**	**7**	**15**	**1**	**7**	**17**	**16**	**192**

Source: Field Survey March, 2013

4.4.2.2 Completed Projects By the Wards

Urban development activities of CBOs are many and the outcomes are equally numerous. Field assessment shows that the project outcomes differ from one organization to another and from one ward to the other. Youth organizations that are located at the city fringe are more into urban facilities provision and management. The majority of those located at or close to the city centre and the traditional or the indigenous areas are more into entrepreneurship empowerment projects, environmental protection and management issues such as clearing of drainages, vigilante activities and maintenance of electric equipment (Figure 4.16).

CBOs at the city fringes seem to have more completed development projects than those at the city core. These completed projects at the city peripheries include the installation of electric equipment. The communities at the peripheries were found to be more engaged in physical development projects as exemplified by (Figure 4.16) the installation and repair of electricity transformers and other equipment by Fadikpe Youth Association, the building of public toilets and wells by One Voice Movement and other associations in Maikunkele at the northern fringes of the metropolis, and water facility construction and maintenance by M. I. Wushishi Housing Estate Residents Association (Plates VI and VII).



After: Google Earth (2013) & Field Survey, March 2013

Fig. 4.16: Distribution of Completed Projects of Sample CBOs

The urban fringes are areas populated with recent migrants and highly heterogeneous. Also, priority developments and institutions of government are located at fringes. The M. I. Wushishi Housing Estate, the largest housing construction in recent time in Minna and Bosso Estate are located at the fringe. The completed high skilled projects are found in the same neighbourhood with government or external agencies which are also the areas experiencing city expansion and structural growth.

4.4.3 Types of CBOs and Outcomes of Project

4.4.3.1 Social Welfare Projects

In terms of the number of completed projects by CBOs in Minna, about half (48.44 per cent) are social welfare projects. Also, a majority of these social welfare projects (over 74 per cent) are located in the high density and low-income wards. Projects in Kpakungu accounts for over 17 or almost 9 per cent of the social welfare projects in Minna. Medium density wards like Maikunkele, Tunga and Jikpan together accounted for only 10.43 per cent, while low density wards like the GRA has only 5 or 2.6 per cent of projects in this category (Table 4.12 and Figure 4.17).

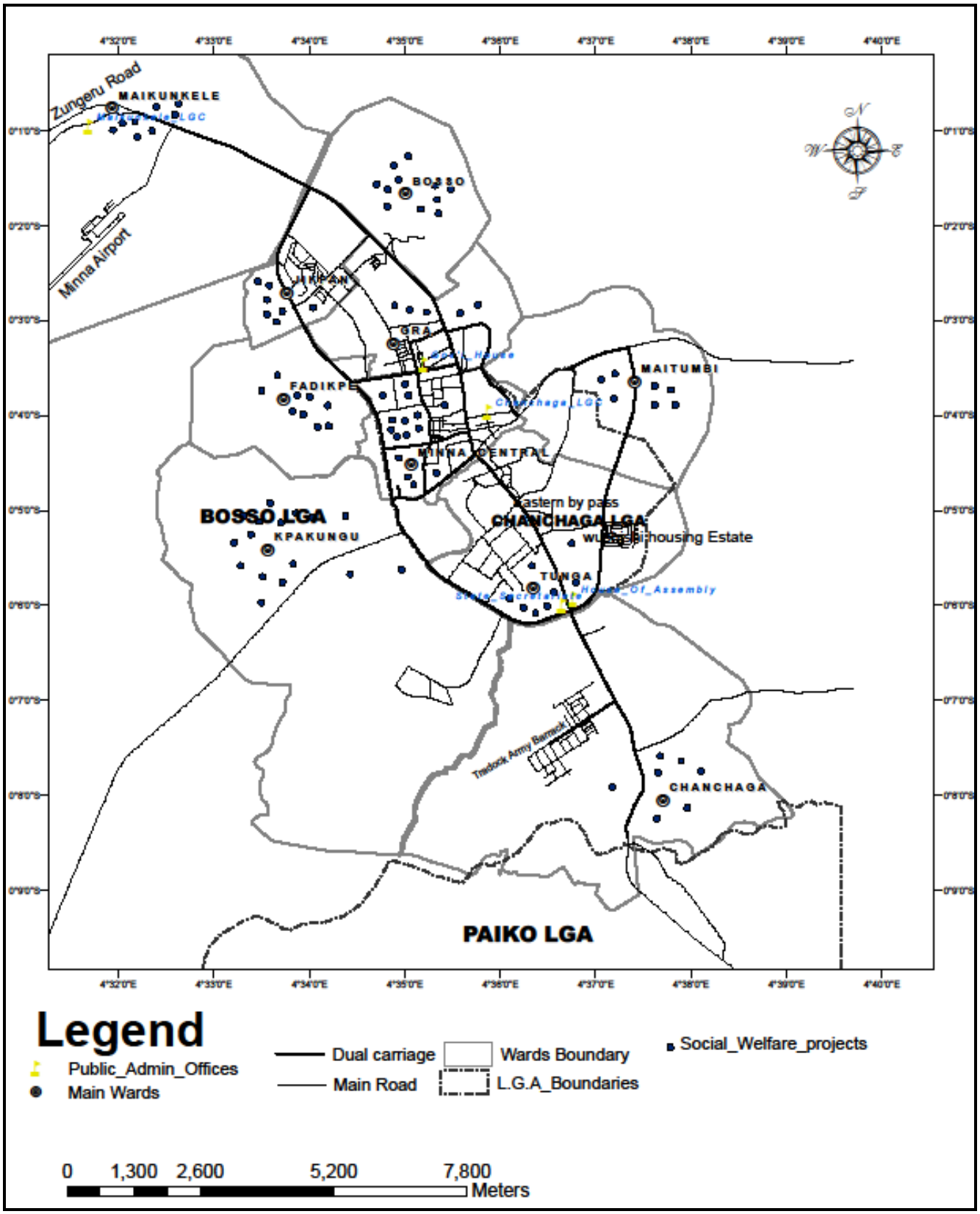
All projects in this category are completely executed except extra mural educational project that recorded some failure in Fadikpe ward. Educational projects usually require the engagement of skilled work force and school facility that are largely commercialized in the rapidly growing parts of peripheral Minna.

Table 4.12: Completed Social Welfare Projects of Sampled CBOs by Wards

Wards	Entrepreneurship empowerment	Extramural class	Public enlightenment	Vigilante activities	Welfare for the needy	Sub-Total	Sub-percentage	Overall percentage
Fadikpe	**3**	**1**	**4**	**3**	**2**	13	13.98	**6.77**
GRA	**2**		**2**	**1**		5	5.38	2.60
Bosso	**4**	**1**	**3**	**2**	**2**	12	12.90	**6.25**
Kpakungu	**4**		**6**	**3**	**3**	16	17.20	**8.33**
Tunga	**3**	**1**	**1**	**2**	**1**	8	8.60	4.17
Maikunkele	**2**	**1**	**1**	**2**	**2**	8	8.60	4.17
Minna Central	**7**		**4**	**1**	**2**	14	15.05	**7.29**
Chanchaga	**3**			**1**	**3**	7	7.53	3.65
Jikpan	**2**			**1**		3	3.23	1.56
Maitumbi	**2**		**3**	**1**	**1**	7	7.53	3.65
Sub-Total	**32**	**4**	**24**	**17**	**16**	**93**	**100**	**48.44**

Source: Field Survey March, 2013

Projects in this classification are mainly humanitarian services in nature and hence, recorded high frequencies in each of the constituting wards. There is high preference for entrepreneurial supports and public enlightenment, meaning that the people are well informed and are into supporting job creation and poverty reduction.



After: Google Earth (2013) & Field Survey, March 2013

Fig. 4.17: Social Welfare Projects of Sampled CBOs

4.4.3.2 Environmental Protection Projects

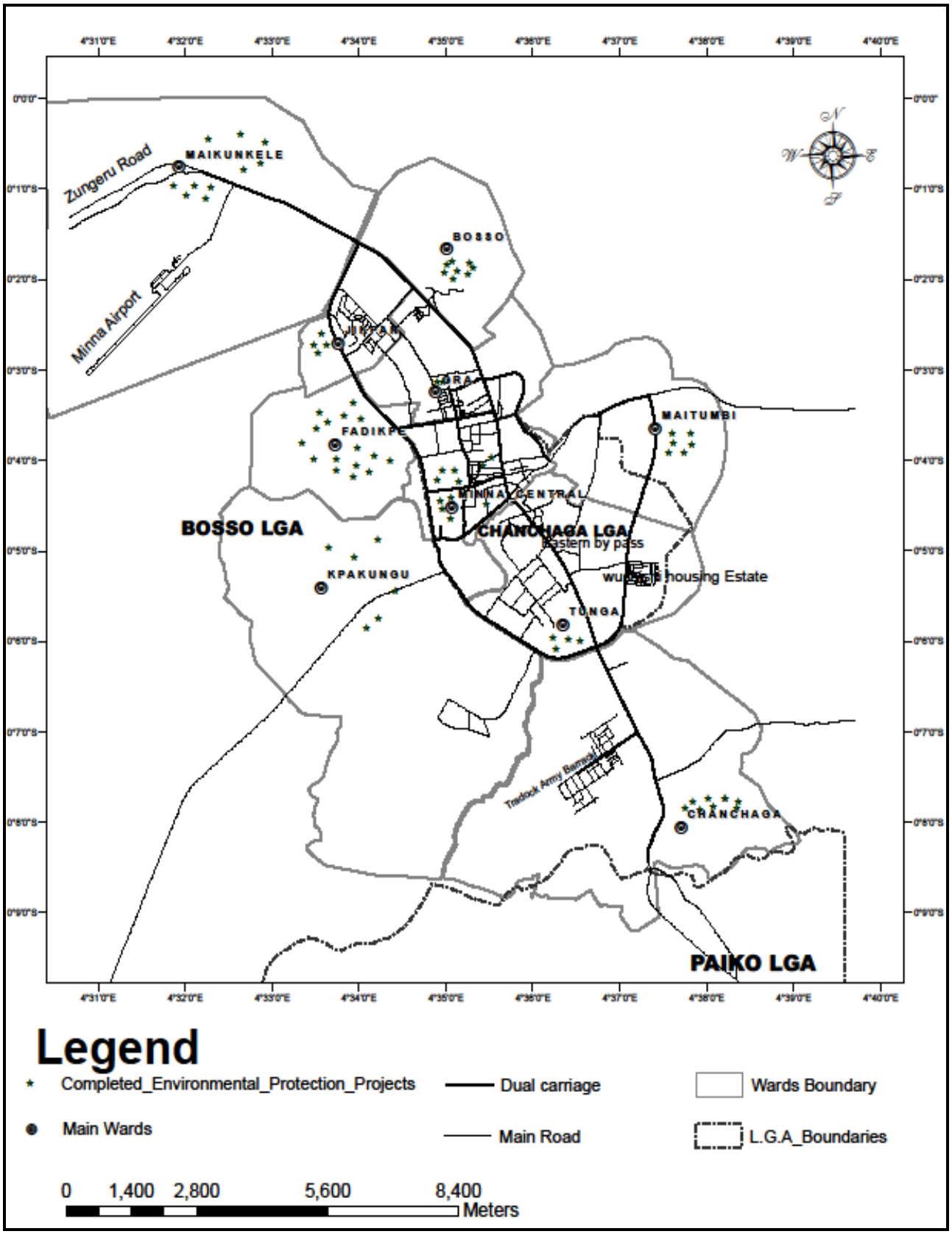
There are 38 completed projects in this category comprising of tree planting, clearing of drainages and clearing of waste dump. Majority of the projects took place in high density wards. Low density wards like the GRA did not witness clearing of wastes or drainages by any CBOs. Clearing of drainages and waste dumps are the most common projects (over 81 per cent) of the successful CBO projects (Table 4.13 and Figure 4.18).

Table 4.13: Environmental Protection projects of Sample CBOs by wards

Main Wards	Clearing of drainage	Clearing of waste dumps	Tree planting	Sub-Total	Sub-percentage	Overall percentage
Fadikpe	3	4	1	8	21.05	**4.17**
GRA			1	1	2.63	0.52
Bosso	2	1	1	4	10.53	2.08
Kpakungu	3			3	7.89	1.56
Tunga	1	1		2	5.26	1.04
Maikunkele	2	2	1	5	13.16	**2.60**
Minna Central	2	4		6	15.79	**3.13**
Chanchaga	1	1	2	4	10.53	2.08
Jikpan	1		1	2	5.26	1.04
Maitumbi	1	2		3	7.89	1.56
Sub-Total	**16**	**15**	**7**	**38**	**100.00**	**19.79**

Source: Field Survey March, 2013

The prevalence of environmental protection projects and the subsequent success recorded particularly in low-income wards is explained by the nature of the projects and modes of executing these development projects. The projects are carried out through manual labour and at weekends when majority of voluntary labour are available. This sometimes coincides with State-wide monthly environmental sanitation exercise during which movement of people is restricted between 7:00 am to 10:00 am.



After: Google Earth (2013) & Field Survey, March 2013

Fig. 4.18: Environmental Protection Projects of Sampled CBOs

4.4.3.3 Infrastructure and Facilities Development

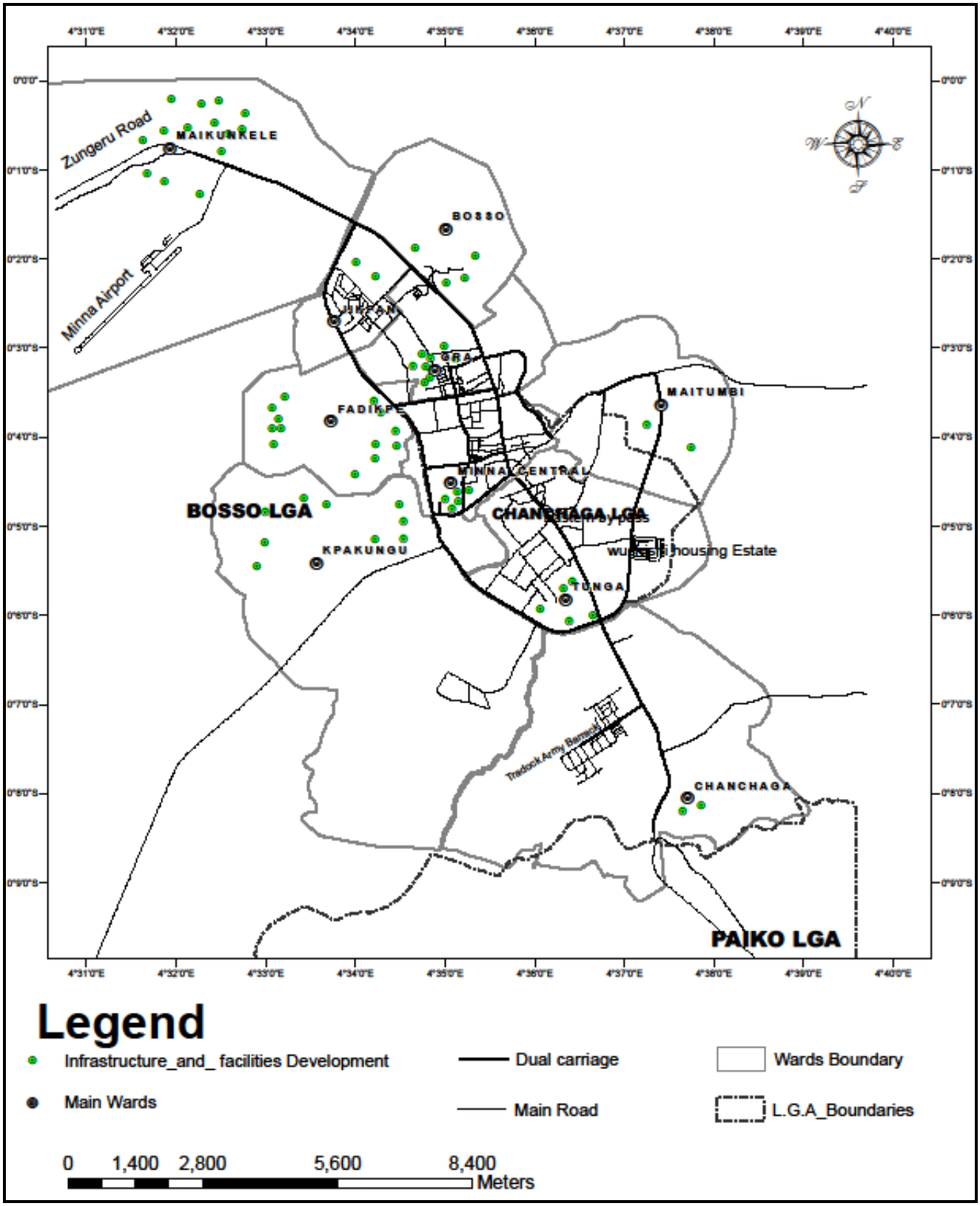
This category has more diverse projects and accounts for more than half of the entire projects of the sampled CBOs. This category has 61 completed projects (30 per cent) in Minna. Repair of water pipes and road maintenance are the dominant successful projects in this category. Sinking of water bore-holes is the least with only one (1) success (Table 4.14, and Figure 4.19).

Table 4.14: Infrastructure and Facilities Development Projects by Sampled CBOs

Main Wards	Building of toilet	Building of water wells	Maintenance of classroom	Maintenance of electric transformer	Maintenance of hospitals and clinics	Repair of water bore holes	Repair of water pipes	Road construction	Road maintenance	Sinking of water bore hole	Sub-Total	Sub-percentage	Overall percentage
Fadikpe			**2**	**2**		**2**	**2**	**1**	**3**	**1**	**13**	21.31	**6.77**
GRA					**1**			**1**	**2**		**4**	6.56	2.08
Bosso				**1**			**1**		**3**		**5**	8.20	2.60
Kpakungu			**1**	**1**		**2**	**2**	**1**	**2**		**9**	14.75	**4.69**
Tunga			**1**		**1**		**2**		**1**		**5**	8.20	2.60
Maikunkele	**3**	**3**	**1**	**1**	**1**		**1**	**2**	**2**		**14**	22.95	**7.29**
Minna Central							**3**		**2**		**5**	8.20	2.60
Chanchaga							**1**	**1**			**2**	3.28	1.04
Jikpan				**1**		**1**					**2**	3.28	1.04
Maitumbi							**1**	**1**			**2**	3.28	1.04
Sub-Total	**3**	**3**	**5**	**6**	**3**	**5**	**13**	**7**	**15**	**1**	**61**	**100.00**	**31.77**

Source: Field Survey March, 2013

Majority of the projects in this category are expensive to carry out and also require skilled labour to undertake. Maintenance of certain projects like the repair of classrooms or electric transformers require the engagement of the services and expertise of skilled labour to undertake successfully. Those wards that recorded successes in these projects were largely assisted by external funding and the membership with skills for the projects. Projects that requires manual labour like building of water wells and toilets, were carried out to completion particularly in low-income wards (Table 4.15).



After: Google Earth (2013) & Field Survey, March 2013

Fig. 4.19: Infrastructure and Facilities Development Projects of Sampled CBOs



Source: Field Survey April, 2013

Plate VIII: Constructed drainage and culvert by Bosso Estate Development Association



Source: Field Survey March, 2013

Plate IX: Water facility maintained by M. I. Wushishi Residents' Association



Source: Field Survey November, 2013

Plate X: Road Repairs in a Low-income Area of Fadikpe Ward

Drainage construction and road maintenance projects carried out in low-income wards rely on manual labour and simple implements. These projects were found to be more successful in medium and high-income wards than the low income areas possibly due to the high financial and technical requirement for project execution (Plates IX-XI).

4.4.4 CBOs' In-house Assessment of Outcomes

This section deals with the way CBOs assess their own performance and it is also an analysis of competences and hindrance of CBOs as perceived by members and beneficiaries of CBOs' development projects in Minna. This is to establish views regarding the organizations' challenges with the aim of identifying areas for improvements on CBOs' development planning and project execution. Field survey revealed that over 54 per cent of members of CBOs ranked the projects embarked upon

by various organizations as appropriately chosen and satisfactorily executed while a considerable proportion, 45 per cent, believe otherwise. In assessing whether the CBOs or government agencies are more effective in carrying out urban development projects, results of the assessment of the beneficiaries of the projects were undecided. This has warranted further detailed assessment.

4.4.4.1 Areas of Highest Competence

Table 4.15 presents responses of members of CBOs to the aspects of urban facility provision and management that the CBOs can handle or do better. The responses were subjected to further analysis using Likhert's scale method to ascertain the areas in which CBOs have better capacity to engage in successfully.

Table 4.15: Projects CBOs have the Capacity to Undertake

Project type	Activity	Levels of agreement						
		Strongly agree	Agree	Undecided	Disagree	Strongly disagree	Total	Point aggregate
Water provision	Installation of water bore hole	81	28	13	10	9	141	**585**
	Repair of water bore hole	72	38	6	8	6	130	552
	Repair of public taps	70	37	21	7	7	142	**582**
Environmental sanitation	Clearing of refuse dumps	94	31	11	3	2	141	**635**
	Clearing of drainages	73	39	10	3		125	557
	Sweeping of streets	42	21	36	8	4	111	422
Electric power supply	Provide electric transformers	84	30	13	10	6	143	**605**
	Repair of electric transformers	76	30	10	8	7	131	553
	Guard electric equipment	52	53	18	5	2	130	538
	Replace broken electric poles & cables	56	31	32	6	5	130	517
Neighbourhood security	Provide vigilante groups	87	31	9	3	5	135	**597**
	Joint patrol with the Police	54	81	8	1		144	**620**
	Cooperation amongst associations	49	52	28	3		132	543
Infrastructure and Social welfare projects	Support members in business activities	75	26	13	6	1	121	531
	Give loans to members	68	40	14	8	1	131	559
	Train people for hand-works	77	36	14	2	2	131	**577**
	Teach in schools	54	36	28	2	2	122	504
	Build classrooms	49	21	26	12	3	111	434
	Repair schools	48	29	21	8	4	110	439
	Build hospitals/health clinics	52	28	22	10	8	120	466
	Maintain hospitals & health clinics	51	42	22	6	6	127	507
	Road maintenance	57	55	12	8	1	133	558
	Build public toilets	39	20	28	13	8	108	393

Source: Field Survey March, 2013

Social and environmental securities are the two main issues that garnered the highest support. By this assessment, environmental sanitation, neighbourhood security and the installation and management of water facilities are the first six (6) projects that, by self-assessment, CBOs have the highest capacity to undertake successfully. Accordingly, CBOs have been shown to have little of the needed skills and financial capability to engage in and successfully carry-out certain projects like building of hospitals and health clinics, repair of roads, building of classrooms, sweeping of streets, and, building of public toilets. Coincidentally, these are capital intensive projects that can easily overstretch the low financial capacity of the CBOs.

4.4.4.2 Preferred Modes of Involvement of CBOs in Facility Provision and Management

The various ways CBOs participates in the provision and management of urban facilities and services is shown in Table 4.15**.** The table was derived using Likhert's scale analysis on the responses of members and beneficiaries of CBOs' projects. The analysis then produced first three preferred ways for the involvement of CBOs in each of the urban facility provision and management.

The analysis shows that the involvement of CBOs in public enlightenment campaigns ranked highest among the roles favoured by the respondents. This is closely followed by the provision of security and maintenance of facilities. Although provision of free labour featured as a consensus ways of participation, it recorded low preference relevant to the first three (Table 4.16).

Table 4.16: Preferred Modes of CBOs' Participation in Facility Provision

Modes of Involvement	Facility					
	Health clinic	Water provision	Provision of schools	Road expansion & Maintenance	Electric equipment	Total
Free labour for building		148				148
Public enlightenment	167	163	165	162	157	657
Maintenance	154		147	146	150	447
Security	160	159	156	148	150	623

Source: Field Survey March, 2013

The dissemination of information about community development projects is ranked high by both members of CBOs and the community among other avenues for active participation like the maintenance and the security of facilities provided for the community, or free labour. This is due to the fact that without adequate information, the increasing number of free labour in most of the wards can hardly be utilized and resources for the maintenance of community facilities can hardly be reached or assembled as the need arises.

4.4.4.3 Operational Challenges of the Sampled CBOs

Field assessment generated array of issues which members of CBOs, beneficiaries and sponsors of CBOs' development projects indicated as the main obstacles to achieving successful project execution. The responses were tabulated to indicate the constraints facing CBOs. This was then followed by the count of number of responses received by each constraint. This tabulation brings out the highest limitation indicated by the public and private organizations, traditional institutions, individual CBOs and members of the organizations (Table 4.17).

Table 4.17: Constraints to Sampled CBO Projects

Constraints facing CBOs	CBOs	Public & private agencies	Traditional institutions	Members of CBOs	Total	Percentages
Lack of funds	27	12	12	100	151	**22.74**
Leaders are not straightforward		3		24	27	4.07
Too many projects to execute	18	1	3	1	23	3.46
People have no awareness		6		24	30	4.52
No assistance from Government	29	5	29	28	91	**13.70**
No assistance from rich individuals		8		12	20	3.01
Gov't assistance is always late	14	4	14	2	34	5.12
The associations don't join hands		8	4	25	37	5.57
Little assistance from Government		2		18	20	3.01
Lack of skilled man-power	12			9	21	3.16
Lack of interest by the rich				35	35	5.27
No materials to work with	34		18	27	79	**11.90**
Lack of infrastructure				17	17	2.56
Members are unemployed			27	9	36	5.42
Members not paying dues				15	15	2.26
They have few members				28	28	4.22
TOTAL	**134**	**49**	**107**	**374**	**664**	**100.00**

Source: Field Survey March, 2013

The most prominent issue that is confronting the CBOs is lack of fund (22.7 per cent) needed to carry out the various projects. This is closely followed by different types of inadequacies such as nature and problems of assistance from government expressed as lack of assistance, poor assistance, or delayed contributions (21.8 per cent). Lack of working materials (11.9 per cent) is also a major constraint on the ability of CBOs to deliver or assist in the delivery and maintenance of urban facility to the people (Table 4.17).

4.4.4.4 Proffered Solutions to the Challenges

From the field survey and the assessment of the opinion of respondents, it was revealed that members of the Executive Committee of the CBOs, members of the CBOs, members of the community, as well as external agencies to the CBOs have offered ways through which these challenges of the CBOs can be managed. The suggested ways are presented in Table 4.18.

Table 4.18: Solutions to the Challenges of CBO Projects

Solutions to the constraints	Public & private agencies	Traditional institutions	Members of CBOs	CBOs	Total	Percentage
Transparent leadership			22	14	36	4.57
More community participation		5	25	27	57	7.24
Get more members			24	24	48	6.10
Cooperation within members			17	25	42	5.34
Man-power development		8	34	12	54	6.86
Election not appointment of leaders	4		17		21	**2.67**
Constant sourcing of funds	8		37	26	71	9.02
Members to pay higher dues	5				5	0.64
Always seek government assistance	6	7	86	32	131	**16.65**
Contact rich residents	6		19		25	3.18
Engage in small projects	3		1		4	0.51
Regular public enlightenment	3		54	22	79	10.04
Execute projects with government		13	22	17	52	**6.61**
Assistance from rich people			44	7	51	6.48
Assistance from other organizations			28	23	51	6.48
Constant power supply			22		22	2.80
Provide other infrastructure		7	31		38	4.83
Total	**35**	**40**	**483**	**229**	**787**	**100.00**

Source: Field Survey March, 2013

From Table 4.18, it can be seen that the most favoured approach to overcoming the different challenges faced by CBOs is increased government participation in projects of the CBOs. Call for increased assistance from government agencies is almost a quarter (23.2 per cent) of all the suggestions given by the respondents consisting of CBO members, members of the community, CBO supporters and the beneficiary comunities. Regular public enlightenment and constant sourcing of funds and similar resources are another set of suggestions from the CBO members. The needs to increase community participation and man-power development by the organizations were also recommended.

The suggested solutions to the challenges of CBOs shows that the major hindrances are lack of support and constant engagement by the government and its agencies (23.3 per cent). This is because government agencies possess machineries and man-power to easily carry-out urban development projects. Government also has the sole authority to declare environmental sanitation day – where all residents of a

particular city or state would be required to remain at home to clean the environment. Such sanitation days and particularly hours are needed by CBOs in order to utilize enormous free labour of members and volunteers.

4.5 DETERMINANTS OF THE OUTCOMES OF CBOs PROJECTS

The processes through which CBOs plan, execute and manage development projects are assessed in this section. Just like in funding, appropriate technical and managerial procedures are capable of alleviating limitations of project execution. In assessing the technical and managerial processes of CBOs, issues of democratic practices in project selection and execution, financial capacity, effective publicity for volunteers and beneficiaries, were examined in order to ascertain factors that explain project success or failure.

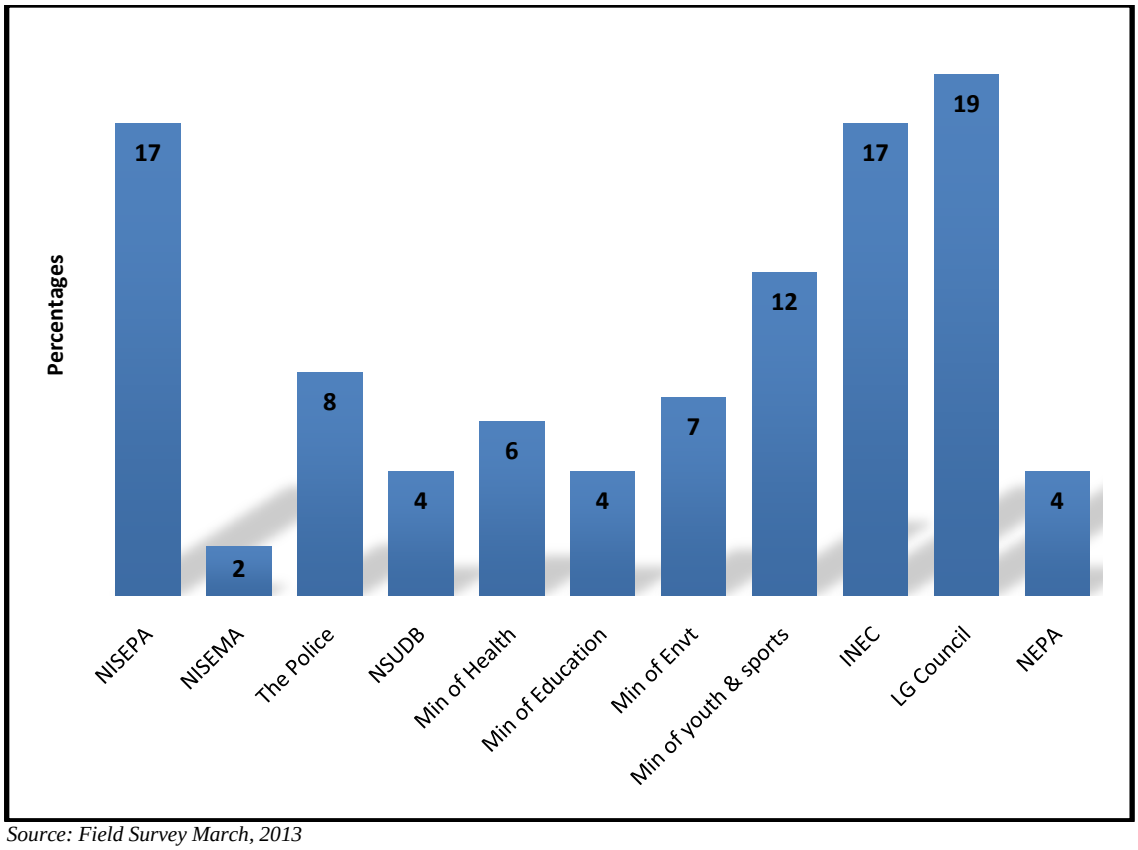
The field assessment revealed that the general approach used by the organizations to identify projects depends on need for project, its urgency, its financial implications, public agencies to work with, and the location of the projects. It was revealed that the repair of public facilities with social relevance usually commands less urgency than those with high economic potentials. Hence, any damage to facilities with little or no alternative and or a major input in socio-economic activities of the community is usually treated as an emergency.

In this manner, broken down electric transformers or transmission lines, and collapsed culverts usually generate faster response from both the CBOs and members of the public than fixing burst water pipes, or damaged roads. Project planning, mobilization and execution is faster if CBOs easily draw the attentions of the affected beneficiaries.

4.5.1 CBOs and Agencies for Collaboration

4.5.1.1 Agencies collaborating with CBOs

Over 94 per cent of CBOs that were studied never received any assistance from or carry out any activity with national or international NGOs. Those who had the slightest experience with them indicated that it was only in the area of accessing loans. Figure 4.20 shows the government agencies and ministries that sampled CBOs have collaborated with.



Source: Field Survey March, 2013

Figure 4.20: Government agencies that Sampled CBOs have worked with

The number of CBOs in collaboration with Federal Government agencies (48 per cent) seems to be about the same with those that collaborated with State Government agencies 52 per cents.

4.5.1.2 Strength and Levels of Collaborating with CBOs

Table 4.19 is a detail of what CBO members expected as inputs from individuals, private and public establishments collaborators in urban development projects.

Table 4.19: Partners to CBOs and Anticipated Inputs

Facility type	Levels of involvement	Local Gov't Council	State Gov't	Rich individuals	NGOs	Foreign Organizations	Total
Road construction	From beginning to completion	17	20	2	1	1	41
	Construction cost	14	14	4	2	4	38
	Maintenance and running cost	17	8	5	8	2	40
	provide materials for the work	14	12	6	7		39
Provision of water borehole	From beginning to completion	18	18	1	1	2	40
	Construction cost	14	16	3	4	2	39
	Maintenance and running cost	10	9	11	12	1	43
	provide materials for the work	11	14	5	4	4	38
Electricity supply	From beginning to completion	9	21	2	2	4	38
	Construction cost	14	12	2	4	2	34
	Maintenance and running cost	10	9	9	10	3	41
	provide materials for the work	10	10	6	5	5	36
Building of classrooms	From beginning to completion	14	19	1	1	4	39
	Construction cost	13	16	1	3	2	35
	Maintenance and running cost	12	11	5	8	4	40
	provide materials for the work	8	13	6	6	5	38
Health clinic	From beginning to completion	14	19	2	1	4	40
	Construction cost	12	17	2	3	2	36
	Maintenance and running cost	9	15	7	9	3	43
	provide materials for the work	8	15	6	6	4	39
Land for secured housing	From beginning to completion	12	24	2	1	1	40
	Construction cost	13	16	3	2	2	36
	Maintenance and running cost	9	14	8	8	1	40
	provide materials for the work	8	13	7	3	8	39
TOTAL		290	355	106	111	70	932
PERCENTAGE		31.12	38.09	11.37	11.90	7.51	100

Source: Field Survey March, 2013

About 70 per cent of sampled CBOs prefer to work with government agencies rather than other organizations like NGOs. Preference for NGOs and rich individuals is expressed by 11 per cent of the respondents while foreign organizations (7.5 per cent) are the least favoured. Further statistical analysis shows that the means is between 37.25 and 40.00 and a range of just 1.75. This could be an indication that CBOs are fully aware of the limitations that are there in assessing efforts to collaborate with certain organizations. And, in seeking assistance or collaboration, these community organizations are guided by the knowledge of those who reckoned with their own inherent peculiarities and also welcome their proposals for collaborations, have preference for what organizations they work with or take assistance from, and more importantly, those it is easier for the CBOs to get assistance from whenever the need arise.

4.5.2 Levels of Collaboration and Joint Projects of CBOs

Symbiotic relationships between complementary organizations is affected by physical limitations imposed by location and distance (Thomas and Scott, 2007; Thomas, 2008). Experts have shown that this spatial characteristics have the ability not to only strain both users and providers of facilities and services, but can also limit success of programmes and subsequently good relationships between the intervening agencies and the intended beneficiaries of community development projects (Gana, 1981; Ahmed, 2000 and 2013; Rutten, Westlund, & Boekema, 2010; Baud, Pfeffer, Sydenstricker, & Scott, 2011; Goffette-Nagot, Reginster, & Thomas, 2011).

4.5.2.1 Joint Projects with State Agencies and Other Organizations

Field assessment have shown the negative effects of spatial hindrances on the achievements of project development in Minna with regards to external agencies and

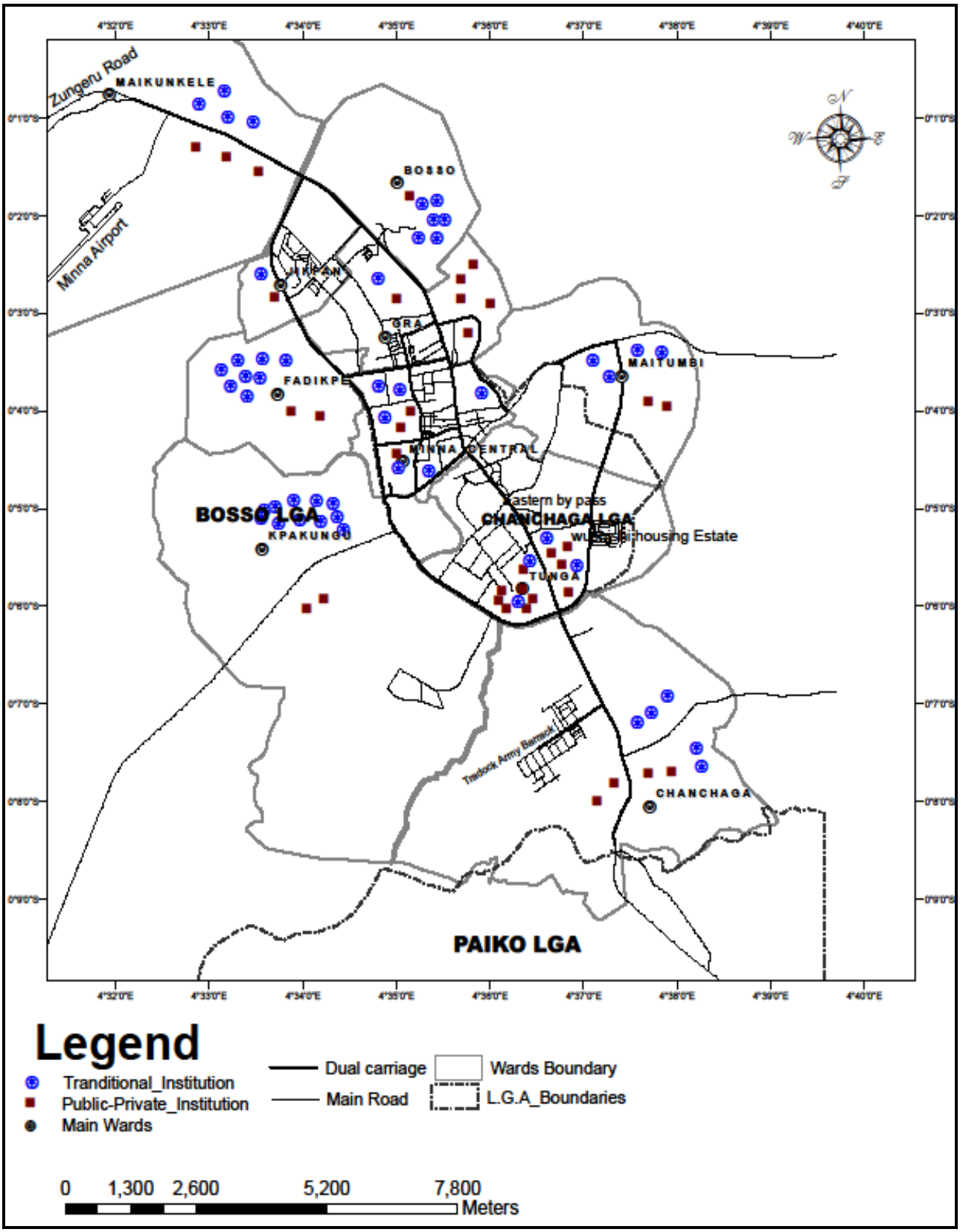
organizations' ability to effectively collaborate with CBOs. Table 4.19 and Figure 4.20 shows that the distribution of traditional institutions across Minna. Statistical analysis shows that the distribution has positive correlation with the number of successful projects executed by the sampled CBOs.

Table 4.19 and Figure 4.20 showed that the traditional institutions are more evenly spread across Minna. The location of public and private organizations seems to be skewed towards particular parts of the town where CBOs have less presence. Over half (57.14 per cent) of the external collaborating agencies with CBOs are located in low-density and medium-density wards and neighbourhoods such as the GRA, Tunga and Maikunkele which have only 21.9 per cent of the CBOs. The three wards of Kpakungu, Minna Central and Chanchaga that have about half (49.3 per cent) of the total number of CBOs in Minna have the presence of only 9 of the State agencies and other external organizations (Table 4.20 and Figure 4.21).

Table 4.20: Locations of Sampled CBOs and External Organizations in Minna

Wards	CBOs	Public & Private Agencies	Traditional institutions	Project outcome	
				Completed	Uncompleted
Fadikpe	4	2	8	34	7
GRA	6	6	1	10	5
Bosso	13	1	6	21	6
Kpakungu	38	2	11	28	9
Tunga	18	11	4	15	6
Maikunkele	12	3	4	27	5
Minna Central	30	3	6	25	7
Chanchaga	13	4	5	13	3
Jikpan	11	1	1	7	6
Maitumbi	19	2	4	12	4
TOTAL	**164**	**35**	**50**	**192**	**58**
PPMC Comp		-0.255	0.790		

Source: Field Survey March, 2013



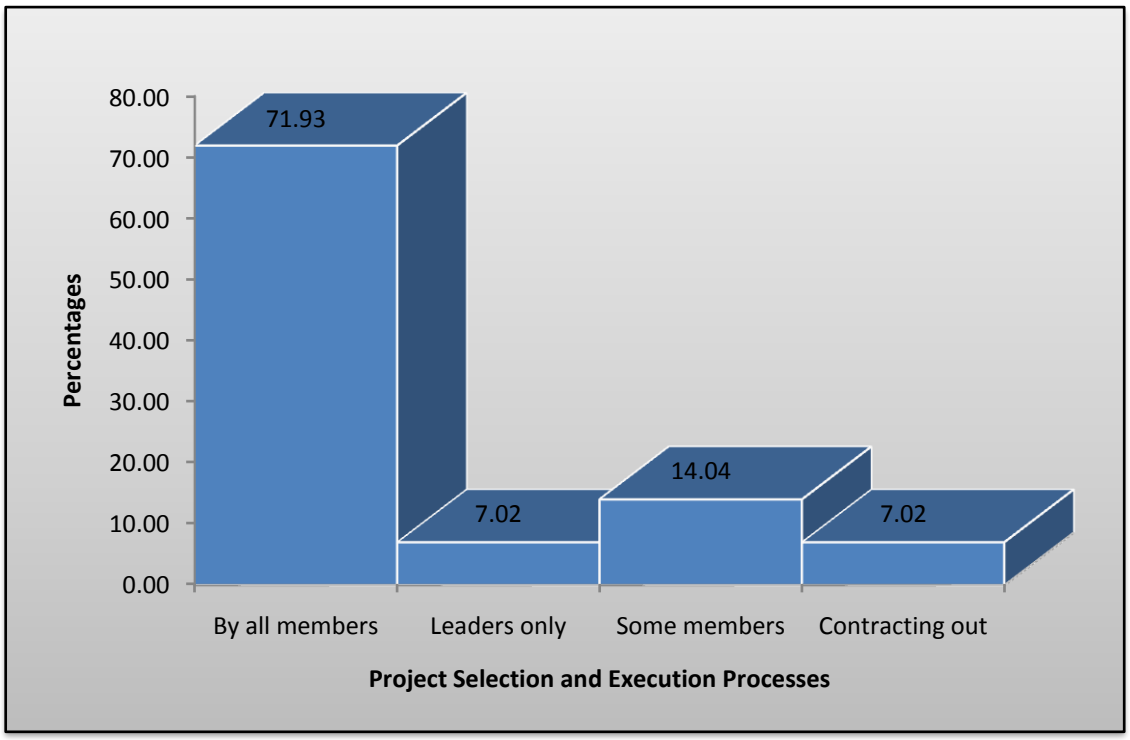
After: Google Earth (2013) & Field Survey, March 2013

Fig. 4.21: Spread of Sampled CBOs and External Agencies and Organizations

The distribution of traditional institutions across Minna has a positive correlation with the number of successful projects executed by the sampled CBOs. Correlation analysis shows that the number of public and private organizations, and the traditional institutions have PPMC of -0.255 and 0.790 respectively with the numbers of completed CBOs projects in wards of Minna. Statistically, this means that the traditional institutions have higher and much positive influence on the success of CBO projects in their domain. Further analysis also revealed that the role of these traditional institutions accounted for over 62.4 per cent success of project implementation by the CBOs. On the other hand, public and private agencies have negative correlates with the success of the organizations (4.21, or only 6.5 per cent success). This has shown the negative effects of the distribution of public and private agencies which is highly skewed. The skewed distribution of these agencies in Minna have resulted into longer travel time, more and uncertain bureaucracy for any assistance to the CBOs in urban communities.

4.5.2.2 Collaboration and Labour Mobilization by Sampled CBOs

Free City-wide consultation and open collaboration between CBOs and the city residents are inherent characteristics of self-help initiatives that can assist in the success of project delivery. As it has been shown (Nwankwo, 1998; Satterthwaite, 2005; Satterthwaite and Sauter, 2008), wherever democratic processes are less adhered to, project selection and execution are likely to be hijacked by a few who might not be out for the general good of the people. Field survey revealed that only seven (7) per cent of projects carried out by the CBOs were assigned to external associations. CBOs within the same ward are hardly aware of the urban development projects of the other CBOs. This is an indication of little partnership between the sampled CBOs (Figure 4.22).



Source: Field Survey July, 2011

Fig. 4.22: Sampled CBOs' Project Selection and Execution

Considering the fact that organizations are not self-sufficient, existence of effective collaboration ensures access to more skilled and unskilled labour for the completion of projects in record time. Ineffective collaboration and the dissemination of information exclude other stakeholders from contributing labour to development efforts of the CBOs. Field assessment further showed that members of the benefiting communities usually get to know about CBO projects at the later stage when labour contributions are only minimal.

4.5.2.3 Internal Constraints to CBO Projects Execution

Table 4.21 shows that 9.8 per cent of the projects of CBOs were accomplished without spending any cash directly. This was possible because of material and labour contributions from members and the project beneficiaries. It was noted that 23 per cent of the completed projects cost less than N10,000.

Table 4.21: Amount Spent on Completed Projects by Sampled CBOs

Amount (Naira)	Frequency	Percentage
None	12	9.76
<5,000	10	8.13
5,001-10,000	19	15.45
10,0001-15,000	11	8.94
15,001-20,000	10	8.13
20,001-25,000	4	3.25
25,001-30,000	1	0.81
30,001-35,000	5	4.07
35,001-40,000	3	2.44
40,001-45,000	13	10.57
45,001-50,000	13	10.57
50,001-100,000	10	8.13
100,001-200,000	9	7.32
300,001-400,000	2	1.63
>400,000	1	0.81
Total	**123**	**100.00**

Source: Field Survey March, 2013

Table 4.20 shows that the sampled CBOs spend small amount of finance for project planning and execution. This is further compounded as the organizations are not very keen on tapping all available sources of funds and labour for development projects.

4.5.3 Assessment of the Procedures for Selecting CBO Projects

4.5.3.1 Leadership and the Completion of Projects

Almost all the recorded modes of appointment of leaders have weak correlation with the stages of project execution (Table 4.22). Correlation analysis indicates that leadership of CBOs by consensus or by voting has weak correlation with both completed and uncompleted projects. On the other hand, leadership appointment by patrons have the weakest correlation with completed projects and about the strongest correlation with uncompleted projects. The figures further indicate that leadership of CBOs through introduction by members of the organization or the community has much higher correlation with the number of completed projects (0.549) and the least correlation with uncompleted projects (0.25).

Table 4.22: Processes of appointing leaders of Sampled CBOs

Wards	Consensus	Voting	Patrons appoint	Introduction	Project outcome	
					Completed	Uncompleted
Fadikpe	3	4	1	1	34	7
GRA	1	3	0	1	10	5
Bosso	5	8	2	3	21	6
Kpakungu	7	6	3	2	28	9
Tunga	6	5	0	0	15	6
Maikunkele	5	4	0	2	27	5
Minna Central	3	8	2	2	25	7
Chanchaga	3	3	0	1	13	3
Jikpan	2	3	1	0	7	6
Maitumbi	3	7	3	1	12	4
TOTAL	**38**	**51**	**12**	**13**	**192**	**58**
PPMC Success	*0.474*	*0.302*	*0.225*	*0.549*		
PPMC Fail	*0.478*	*0.331*	*0.450*	*0.25*		

Source: Field Survey March, 2013

This difference is that an introduced leadership might have earlier demonstrated good leadership qualities known to be favourable to project development. Hence, the introduction process of appointing leaders has stronger correlation with completed projects and very weak with uncompleted ones. This implies that about 22.8 per cent (PPMC Fail – 0.478) and 20.2 per cent (PPMC Fail – 0.450) of the failed projects can be attributed to leadership brought in through consensus and appointment by patrons respectively. These are much higher than figures for voting - 10.9 per cent, and introduction by the community – 6.3 per cent (Table 4.22).

Analysis of the outcomes shows that the achievements recorded by leaders that were introduced to and later adopted by the general members of CBOs is unlikely to be attained by leaders that came into office through electoral processes as elected leaders more likely to be self-serving fronts for overzealous pressure groups.

4.5.3.2 Reasons for Joining CBOs and the Success of CBO Projects

Reasons that influenced individuals to join CBOs and subsequently participate in CBO projects can affect the outcomes of the development projects of the organizations.

Personal gains, the urge to assist others, secure of employment, peer influence and peer group pressure, and, the need to do community works, are reasons individual have for joining CBOs (Table 4.23).

Table 4.23: Reasons for membership of the Sample CBOs

Wards	Personal gains	To assist others	Source of employment	Community works	My friends are there	Project outcome	
						Complete	Uncompleted
Fadikpe	5	8	4	8		34	7
GRA	2	7		5	1	10	5
Bosso	6	8	2	8	1	21	6
Kpakungu	5	13	3	15	3	28	9
Tunga	3	8		6	3	15	6
Maikunkele	5	9	2	9	3	27	5
Minna Central	8	11	5	11	4	25	7
Chanchaga	1	11	3	10		13	3
Jikpan	3	9	1	7	2	7	6
Maitumbi	2	7	3	4	5	12	4
TOTAL	**40**	**91**	**23**	**83**	**22**	**192**	**58**
PPMC Comp.	*0.67*	*0.34*	*0.24*	*0.59*	*-0.07*		
PPMC Uncomp.	*0.67*	*0.44*	*0.24*	*0.59*	*-0.07*		

Source: Field Survey March, 2013

The results of correlation analysis showed that personal gains and the urge to engage in community service have strong correlations with the number of completed projects of the CBOs – 0.67 and 0.59 respectively. Pear group influence not only has very weak link with project outcomes but also has negative correlation with the number of outcomes of CBO activities (Table 4.23).

4.5.3.3 Decisions on Project Selection and Success of Project Execution

The processes through which the CBOs take decisions on projects to embarked upon is either by consensus, voting, decision of the leadership, invitation by the people, availability of funds, or government intervention. All the six methods have considerable correlation with the outcomes of the projects except availability of funds and government intervention. Further analyses of data on process of decision making shows that invitation by the community has the highest correlation with the number of

completed CBO projects in Minna (0.957 or 91.5 per cent), followed by voting (0.775, or 60.0 per cent). It also shows that when CBO leaders solely decide on projects, such decisions usually have weak correlations (0.506 or only 25 per cent) with the number of completed projects, and strong link with the number of uncompleted projects which has PPMC value of 0.328 or 10.7 per cent success (Table 4.24).

Table 4.24: Methods for Project Decision by the Sampled CBOs

Wards	Consensus	Voting	Leaders Decide	When There is Money	When People Call	When Gov't Gives Money	Project Outcome	
							Complete	Uncompleted
Fadikpe	3	3	2	2	3		34	7
GRA	1					1	10	5
Bosso	2	2	1	4			21	6
Kpakungu	5	2	2	3	2		28	9
Tunga	1	1	1			1	15	6
Maikunkele	2	1	1	3			27	5
Minna Central	7		2	4	2		25	7
Chanchaga	1	1	2	1		2	13	3
Jikpan	2	1	1	3	1		7	6
Maitumbi	1	1	1	1	1		12	4
TOTAL	**25**	**12**	**13**	**21**	**9**	**4**	**192**	**58**
PPMC Comp	*0.591*	*0.775*	*0.506*	*0.317*	*0.957*	*0.114*		
PPMC Uncomp	*0.719*	*0.618*	*0.328*	*0.614*	*0.592*	*-0.945*		

Source: Field Survey March, 2013

Projects that await or are supported by the government do not only have the weakest link with completed outcomes (PPMC 0.114 or 1.3 per cent), but also has the strongest correlation (PPMC -0.945) with the uncompleted projects (89.3 per cent failure rate) as in Table 4.24. The completion of projects by CBOs due to government intervention have weak correlation because government hardly carries-out community development projects with or through CBOs (Table 4.24 and Figure 4.19).

4.5.3.4 Project Priority and Execution

Table 4.25 shows a wide gap between projects executed by CBOs and the priorities of members. There is a difference of over 32 per cent between the total number of types of projects executed and those the community members expected to be

executed. Basic urban infrastructure like water supply, electricity and educational facilities were all executed as against the concern of the community (Table 4.25).

Table 4.25: Executed projects and CBO Members' Preferences

Projects	Executed		Members' preference	
	No. of Respondents	Percentage	No. of Respondents	Percentage
Road improvement	61	29.61	79	21.24
Public enlightenment	38	18.45	35	9.41
Water supply	49	23.79	120	32.26
Electric facilities	34	16.50	71	19.09
Educational facilities	24	11.65	67	18.01
Health facilities	18	8.74	21	5.65
Environmental management	141	68.45	195	52.42
Security	51	24.76	79	21.24
Total	**206.00**	**100.00**	**372.00**	**100.00**

Source: Field Survey March, 2013

The data have shown that, in most of the CBOs, project identification is largely by the leadership of the CBOs. This could be the explanation for the discrepancies between the priorities of members and the projects the organizations have executed. Limited participation of CBO members in project choice could also be the explanation for non-completion of certain projects as it is one of the reasons for the non-payment of membership registration fees and other dues which are the main sources of funding the projects. Over 32 per cent of those who did not pay the registration fees gave reasons of poor management of the organizations and their limited input in decision-making.

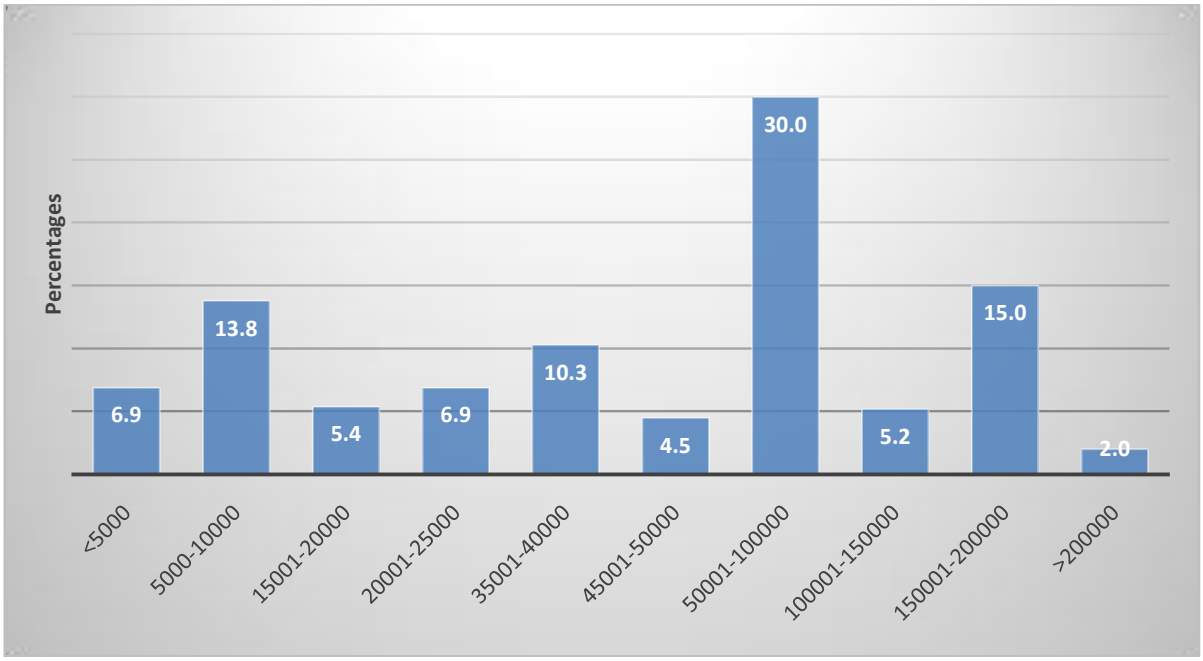
Field assessment has revealed that, in some cases, the beneficiaries of these projects are hardly consulted before any project execution and they are equally not consulted at the planning and the decision making stages by CBOs that execute projects. In many instances, the choice of a project to be undertaken is entirely the decision of the executive members of the CBOs. The lack of completion of some projects is invariably linked to the fact that the membership of the CBOs, and not only the beneficiaries do

not take part in decision-making. The observed discrepancies in the priorities of CBO members and those of the CBO leaders indicate limited participation of the members in decision making, and this affects the appropriateness of project selection, planning, execution and maintenance.

4.5.4 Assessment of the Procedures for Financing CBO Projects

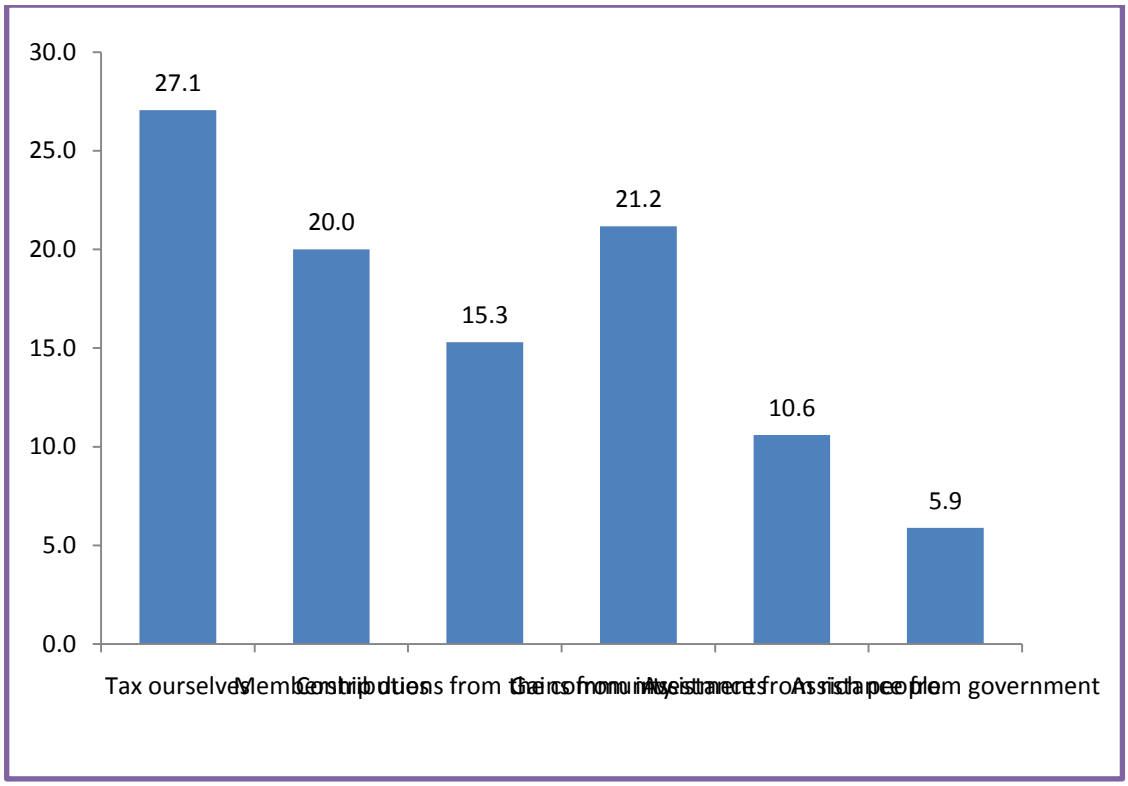
4.5.4.1 Sourcing of Funds by Sampled CBOs

The outcome of projects can be affected by the availability of finance. To ensure the execution of projects, the CBOs in Minna have devised avenues for fundraising. Development projects of CBOs are largely financed by the members and assistance from the general public. These sources of finance for CBO projects hold the key to the completion of the various projects. Figure 4.23 shows that more than half of the CBOs generate over N50,000.00 annually for development projects.



Source: Field Survey March, 2013

Fig. 4.23: Annual Fund Generation by Sampled CBOs



Source: Field Survey March, 2013

Fig. 4.24: Sources of Funding Sampled CBOs Projects

As in Figure 4.24, almost half of funds generated by the CBOs come from membership dues and levies. Assistance from the government is the least source of CBO funds and this is followed by assistance from rich individuals. These two combined to give a total of 15 per cent of all sources of finance for funding of projects.

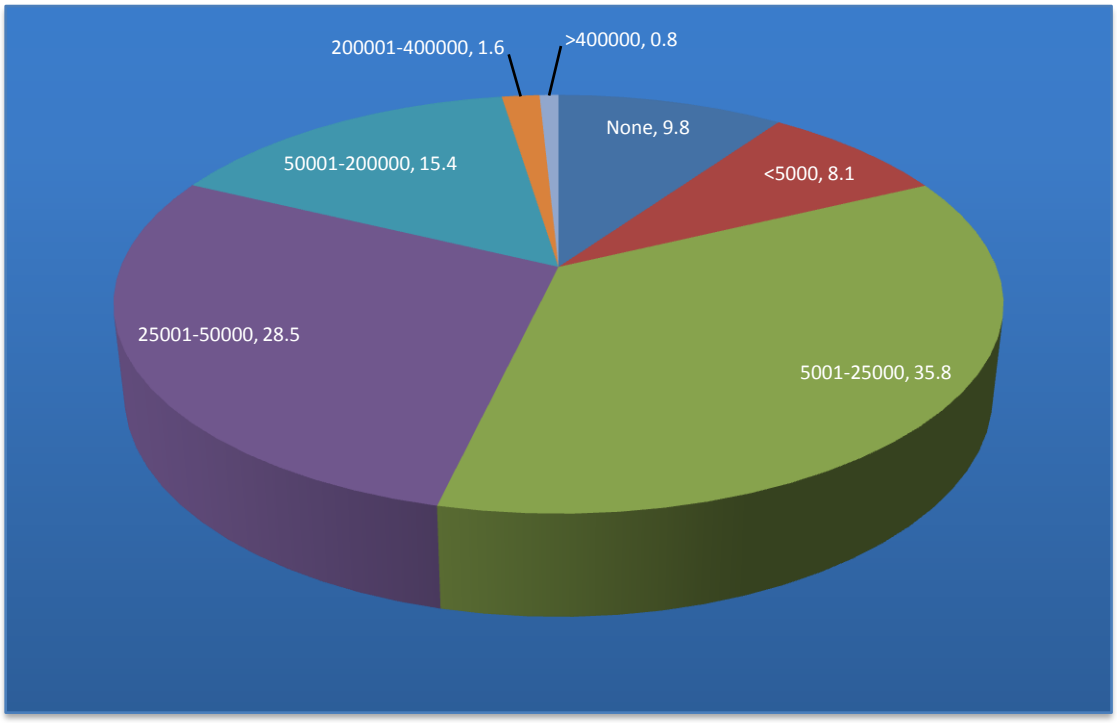
The data revealed that there are two main stages for financing projects by the CBOs. The stages are before, during and after project execution. The former takes place during project planning and execution while the latter is after the project has been executed and the funds that were generated are used for the regular maintenance of the facilities.

When a project is completed, the CBO hands the project to the beneficiaries who sets up a management committee to protect and ensure the functionality of the facility.

Financing the management of facilities is mainly from the collection of different types of user fees. The user fees are payable by beneficiaries such as the commercial motorcyclists that are levied for road maintenance or construction of culverts while families, households and individuals are levied for water and electrical installations and similar facilities.

4.5.4.2 Total Amount of Funding Raised

Inadequate finance has delayed and sometimes completely thwarted the full achievement of many development projects. The importance of finance to CBOs notwithstanding, the statutory contributions of members to project execution is still meagre as indicated by over half of the CBOs (55.2 per cent) that are only able to generate over fifty thousand Naira (N50,000) for project execution annually, 31 per cent of the organizations hardly realize half of this amount to carry out development projects (Figure 4.25).



Source: Field Survey March, 2013

Fig. 4.25: Annual Amount for funding Projects of Sampled CBOs

The financial capabilities of the CBOs can be understood from the point of view of collection. In Maikunkele, there is high success for CBO projects because high and mandatory levies are charged on all members. Furthermore, the CBOs are involved in farming and other activities as investments that generates more fund for projects.

When residents of Bosso Estate realized that the main road and culvert serving the neighbourhood were in bad condition, the main CBO in the area, the Bosso Low-cost and Estate Youth Development Association, are contacted by members of the community. The CBO took up the responsibility of sensitizing and supervising the repair of the facilities by making announcements and appealed to members of the association and the general public to raise funds and materials. When money realized could not execute the project to completion stage, further appeals are extended to people at places of work, worship centres and even wealthy residents in the area were contacted by elders accompanied by representatives of the youth and leaders of the CBO. After about two months of preparation by the community and the CBO, the amount realized could only construct a culvert and repair a few meters of the road instead of the whole length of the two-kilometre road.

4.5.4.3 Low Internal Fund Generation

Data analysis shows that low-income members of CBOs have high influence on the performance of the organizations and the outcomes of development projects. The low-income status of majority of the CBO members also hindered the possibility of exploring other sources of financing projects. The dues and fees collected by the organizations are rather too small. In addition to this, membership registration fee is free while those that collect these dues and fees charge very little. Summarily, over 53 per

cent of membership registration fees, over 70 per cent of monthly membership due, and over 5 per cent of annual membership dues of the organizations lie between N200 and N400 – which is about the cost of a meal (or at most two) in any of the sampled wards (Table 4.6).

4.5.4.4 Addressing Financial Limitations of CBOs Through Internal Means

Financial limitations witnessed by these organizations might have resulted from the relatively small amounts of money collected as dues from members. In the sample, more than half (56.1 per cent) of the CBOs have over 50 members, while over 70 per cent of the members have regular employment to support living in the city. Yet, over a quarter of these organizations do not collect membership registration fees and 13 per cent do not collect either annual or monthly dues at all. Yet, over 64 per cent of projects executed by these organizations cost less than N50,000, with over 35 per cent achieved with amounts that are less than N25,000.

There is the need to source for more funds to enable these community organizations carry out more urban development projects successfully. Field data is in support of internally generating more funds. The payment of both annual and monthly dues by members of these organizations usually exceed 70 and 68 and per cents respectively. Cost of projects that are of very high socio-economic benefits like water bore holes and electrical installations could have been levied on the members of CBOs, in order to generate adequate fund for such projects.

4.6 CBO ACTIVITIES AND URBAN GOVERNANCE IN MINNA

CBOs in Minna undertake different urban development activities. By all expectation, efforts of CBOs ought to be aligned with those of the Government and

other urban authorities in order to have coordinated and sustainable urban development and management. Field assessment shows that the relationship between CBOs' and government institutions often suffer from the hindrances of bureaucracy and informality. Solid waste management is one area in which CBOs are engaged in urban governance in Minna. The State's Waste Management Strategy recognized and emphasized the participation of community-based waste management as 'one of the components of urban waste management and represent a situation in which neighbour communities, community based organizations and small, informal enterprises are engaged in collection and disposal, re-use and recycling of waste materials' (NGSG, Undated:19).

According to the State's policy, poorly served residents, for example, are 'encouraged to form community-based organizations that when sufficiently organized would have considerable potential for managing and financing local collection services and operating waste recovery and composting activities'. However, 'technical know-how of locally active CBOs' are to be encouraged by Non-Governmental Organizations - NGOs' (NGSG, Undated: 15).

The State's policy on the engagement of CBOs in waste management - one of her urban development activities, shows that there is disconnection between the State's agencies and local organizations it ought to work with. This explains the few joint activities between CBOs and government agencies. Interested CBOs have to take the pain to write Niger State Environmental Protection Agency (NISEPA) seeking collaboration in environmental sanitation, market clean-up, and drainage de-silting, before being accepted to take part in the agency's rare and irregular environmental management programmes and activities.

CBOs carry-out environmental sanitation exercises regularly across Minna, whereas, government ministries and agencies that are to support by complementing these community self-help hardly have schedules for such activities. Many government agencies have no records of CBOs in existence in Minna, as there have never been joint activities between them and the community. The data revealed that despite NISEPA's existence for over a decade, it has carried out few joint activities with CBOs.

The scenario where government agencies await CBOs to contact them for collaboration is out of tune with the existing laws in the State. The laws that state the activities of NISEPA emphasized that the Agency enters 'into mutually beneficial joint venture relationship and executing projects and programmes with foreign countries, non-governmental organizations (including CBOs) and individuals' (NGSG, 2011).

4.6.1 Assessment of Managerial Procedures for CBO Projects

CBOs work in collaboration with and are assisted by both internal and external organizations categorized into public, private and, traditional institutions. In this study, public agencies are the different bodies that represent governments at various levels, private agencies represents the collective interests of individuals and groups in the society, and, the traditional institutions are the kingship and customary leadership of the people representing the interest of indigenes and settlers in the community. The involvement of these bodies in development usually safeguards aid providers and community organizations alike.

In practice, public agencies are the Local, State and Federal ministries, agencies and organizations like Bosso and Chanchaga LGAs, Federal Ministry of Housing and Urban Development, Niger State Urban Development Board (NSUDB), or the Niger

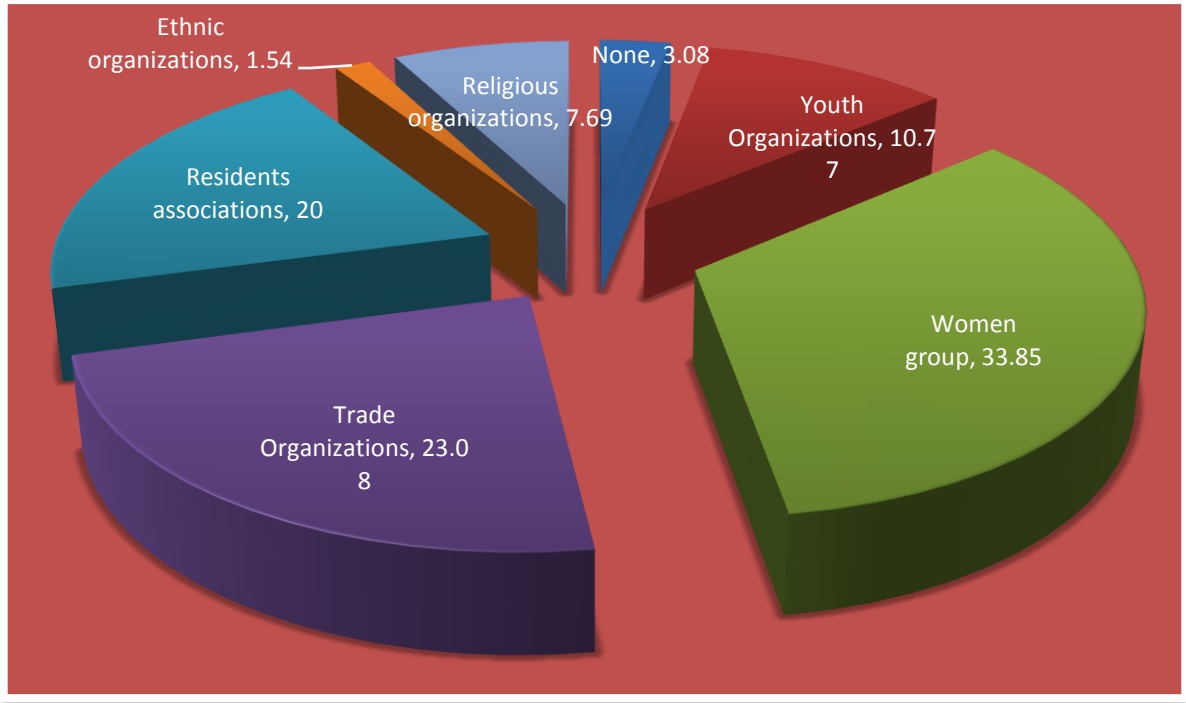
State Ministry of Sports and Youth Development, Nigeria Police Force, Independent National Electoral Commission (INEC), State Ministries of; Environment, information and culture, Housing and Land Development, the Niger State Urban Development Board (NSUDB), and, Bosso and Chanchaga LGA Councils, among others. Private organizations include international NGOs like the German Technical Cooperation (*GTZ*), local NGOs like Life Rehab, Kowa Schools, religious and cultural organizations.

The external agencies can also be grouped into formal and informal institutions. The former group consists of the aforementioned public and private organizations, excluding religious and cultural organizations that, together form the latter group with the traditional institutions.

4.6.1.1 Public Collaborations and Supports for CBO projects

External agencies have programmes and even departments that collaborate with local organizations for finance and or collaboration. Field survey revealed that the sampled CBOs are not well known to external agencies and they have not been approached by any CBO in Minna. Women organizations that constituted only 12 per cent of the CBOs in Minna are more popular and are engaged with these external agencies than youth and residential associations that constituted 63 per cent. Youth and residential associations form only 30 per cent of CBOs that are acquainted with these national and international NGOs (Figure 4.26).

For the CBOs that utilize external assistance, it is only in 18.4 and 16.4 per cent of CBO projects that the external agencies and the local traditional institutions respectively were involved in, and over 64 per cent of these engagements were neither planned nor budgeted for: they occur when the occasion arises.



Source: Field Survey March, 2013

Fig. 4.26: CBOs with Links to Public and Private Agencies in Minna

With a population consisting largely of the youths, shortage of personnel for proper liaison with the membership of CBOs might have accounted for limited involvement of external agencies' in the development projects of the CBOs in Minna. Field assessment revealed that even statutory agencies sanctioned to assist works of these increasingly relevant community organizations like the National Orientation Agency are not aware of their existence.

4.6.1.2 Extent of the Involvement of External Agencies and Traditional Institutions

It is noted that traditional institutions are present in both rural and urban communities and have the knowledge of and authority over local socio-economic development activities of the towns and cities in Nigeria (Offiong, 1982; Oguntoyibo, et al, 1986; Kawu, Ahmed and Usman, 2012). It is noted that the traditional institutions were the heads of indigenous leadership and custodian of land as well as traditional

customs before colonization. Despite changes in policies regarding leadership and land administration in recent years, the overwhelming interest and influence of these institutions have merely diminished in principle. These organizations still wield high influence over social and economic matters of their domain (Oyesiku, 1998; Kawu, 2012c). This makes it necessary for development agencies to always seek the engagements and full participation of the traditional institutions.

In the case of CBO projects, these agencies and institutions are usually contacted in order to seek financial and material assistance, secured public space for facilities, identify indigenous community members as right holders and stakeholders. Furthermore, the agencies and institutions serve as a clearing house for community development projects to avoid project duplication in addition to securing land for development activities and similar endeavours.

The inputs of external agencies to the realization of CBO projects cannot be over-emphasized. Field assessment revealed that it is not in all the projects of the sample CBOs that the traditional institutions were involved. There were 31 road maintenance projects undertaken by the CBOs but it was only in 5 that traditional institutions were involved. Whereas, it is only in a single one that public and private agencies were involved at various levels of mobilization to monitoring the execution of the project. The agencies and the institutions were virtually not involved in any of the 13 water pipe repairs exercises, maintenance of classrooms and road construction projects undertaken by the CBOs (Table 4.26).

This has virtually left un-revived and un-accessed funds meant for education, road maintenance, and facility maintenance by the ministries and agencies like Ministry

of Work and Housing, Rural Electricity Board (REB), through joint efforts between the ministries and agencies and, the community for project execution.

Table 4.26: Participation of External Agencies in CBO Projects

Projects	Participation by External Agencies			
	Public and Private Agencies		Traditional Institutions	
	Notification	Participation	Notification	Participation
None		7		
Finance CBO activities		1		
Building of toilet	3		3	3
Building of wells	3		3	3
Clearing of drainage	1		6	5
Clearing of waste dumps	2	2	9	7
Entrepreneurship empowerment	3			5
Extramural class		4		
Maintenance of classroom		2	1	
Maintenance of electric transformer	1	2	3	4
Maintenance of hospitals/clinics			1	1
Public enlightenment	16	17		6
Proper building of houses		3	9	
Repair of water bore holes	1		5	3
Repair of water pipes	1			
Road construction				2
Road maintenance	2	1	8	5
Sinking of water bore hole		2	1	
Tree planting			1	
Vigilante activities	1	1	8	1
Welfare for the needy		4	5	2
Total	**28**	**46**	**57**	**41**

Source: Field Survey March, 2013

Table 4.26 shows that public and private agencies participated in about twice the number of activities brought to their notice. The traditional institutions on the other hand participated in fewer projects. Besides the low participation, the traditional institutions were least contacted on projects like sinking of water bore holes, repair of water pipes, maintenance of classrooms, and proper building of houses (development control). This may explain the high number of non-participation in projects by the traditional institutions.

4.6.2 Constraints to CBOs-Government Agencies Relationship

One way CBOs can source financial support for projects is through joint action with government agencies particularly those with the responsibility of promoting self-

help projects. For this to be effective, the processes and procedures laid down by government agencies must be encouraging for the CBOs to access and utilize available opportunities. Also important is the need for joint planning and execution of projects with these agencies from project planning to execution and monitoring.

Whenever there is a joint project such as in clearing of refuse dumps, the agencies (NSUDB and later NISEPA) provide support in the form of technical personnel and equipment and work with the CBOs. The community organizations hardly make any input to project planning by the collaborating external organizations or government agencies. This operational modality has belittled any cooperation and understanding between these organizations increasingly brought together by the need for urban sustainability.

Generally, collaboration between the CBOs and government agencies and other external agencies only manifests whenever a deficit in the available resources threatens project success. The implication of this mode of selective participation is that successful initiation and brokerage of supportive collaboration at the eleventh hour might be far from realistic in all situation. This could be the main reason for the inability of CBOs, and, government agencies, to accomplish and sustain for a long time, any urban development and management projects even in partnership. The little regards accorded participatory collaboration by organizations that are in all respect complementary to one another, has the overwhelming capacity, just like lack of finance or any cogent plans to acquire same, to frustrate the initiation of urban development projects especially by government agencies and alienate the sustainability of the few successful ones.

4.7 IMPLICATIONS OF CBO ACTIVITIES IN URBAN DEVELOPMENT

This section focuses on the implications of the findings from urban development of Minna and similar urban settlements. This is to bring out areas that need improvement and procedural amendments with regards to collaborations between CBOs and the numerous external organizations in urban development and management processes for a functional urban environment.

This stage of data analysis is guided by global best practices to highlight areas of similarity and divergence in community development practices. In pointing out the implications of the findings, variances observed in the study area regarding local peculiarities were inculcated into the accepted global criteria by making recommendations for the integration of the observed local contents with the principles and components of sustainable urban development objectives of nations across the globe.

4.7.1 CBOs And Urban Governance

4.7.1.1 CBOs and the Future of Urban Development and Management

Findings from this study are indicative of the fact that limitations brought about by inadequate finance and non-existing city wide collaborations for resource generation and utilization by the CBOs in particular can be overcome - with the increasing effort from all stakeholders to have functional urban environment. Although, this might portend threats to the present institutional arrangements for urban governance, it is an idea worth promoting as sustainable development cannot be achieved without local efforts.

4.7.1.2 CBOs and the Increasing Limitations of Government

If CBOs should attain higher capacity to provide urban facilities, the resultant outcome could mean a further distance of government and urban authorities from a growing population observed to be volatile and a hub for possible chaos with peculiarly devastating consequences (Oyewole, 2010; Malesevic, 2012; Yunusa and Ahmed, 2012), attributed to areas known for non-functional amenities and ill-representation.

4.7.1.3 Lack of Collaboration Between the CBOs

There is little collaboration among the CBOs in Minna. Effective collaborations can lead to the execution of more effective and durable community development projects with little or no financial costs at all. Due to lack of collaborations, joint execution of projects are not common in the study area. This has also limited access to experts from other CBOs, the experiences of members of other CBOs, and even the dissemination of expertise by the skilled manual work force during the execution of projects that demands high and diligent input from manual labour.

4.7.1.4 Threat to Peace and hindrance to Free Movement of Vehicular Traffic

On-spot fund generation for community projects are often carried out in a manner that endangers peace. This happens whenever passers-by and even motorists are confronted to make unplanned and unscheduled donations to a planned or ongoing community development projects. Fund mobilization and seeking assistance for projects needs to be monitored to guide against abuse and exploitation.

4.7.1.5 CBOs' Use of Child labour for Urban Development and Management

Certain CBOs often fall short of having effective monitoring of those that are engaged for urban development activities particularly as volunteers. This shortcoming

has always open doors for abuse and misuse of avenues by others to bring in individuals that, by their circumstances, can be found unfit for certain works like manual labour for construction exercises. The reward for food for these volunteers often make even children to claim that they are also capable of undertaken manual feats only fit for grown-ups and adult.

4.7.1.6 The Lack of City-wide Monitoring

Urban development projects of CBOs in Minna are many. Field survey has shown that the activities of these organizations are geared towards increasing urban liveability. There is, however, the need to ensure that the outcomes of CBO projects are in line with urban development programmes and projects. The projects of some of the organizations are executed with serious shortcomings. The use of sub-standard material particularly for road construction or repair has the ability to further damage the facility (Plate XI).



Source: Field Survey, November 2013

Plate XI: Use of Inappropriate and Sub-standard Materials for Road Repairs

Field investigation also revealed that there is the issue of wrong placement of development facilities by CBOs. Some facilities are placed on the Right-of-Way, or intruding into public or private properties in many areas (Plate XII).



Source: Field Survey March, 2013

Plate XII: A Water Bore-hole Located at the Middle of a Road

The need to monitor the activities of CBOs cannot be over-emphasized. Although the organizations are out for genuine urban development, but they are handicapped by finance, skilled work force and appropriate administrative skills. Thus, outcomes of their interventions often show the need for independent guidance and monitoring.

4.7.2 Potentials of CBOs in Urban Development and Management

4.7.2.1 CBOs, Formal Planning and Urban Development

The results obtained have shown that CBOs are present in all areas of Minna. Of particular importance is their dominance of membership and number of projects in the

low-income, and high density neighbourhoods. These are the areas of Minna that have the least presence of functional government infrastructure and services.

Traditional or indigenous parts of cities often share the characteristics of high population density and are usually inhabited by low-income urban residents (Abel, 2007). It has long been emphasized (Mabogunje, 2005, 2008), that formal planning and planning intervention have distance urban development and especially the needed renewal activities from these historical and increasingly important parts of cities of sub-Saharan Africa. CBOs widely present in these areas with collaborations with other stakeholders, can help achieve sustainable urban development in this aspect.

4.7.2.2 CBOs and Sustainable Urban Governance

The need to formally incorporate community organizations in formal urban management has further been emphasized by this finding. The increasing influence of CBOs in high density and low-income settlements across metropolis can be put to good use by the urban authorities. Low-income neighbourhoods are increasingly out of the influence of formal planning and planned interventions, CBOs can serve as base to launch good governance activities by encouraging and supporting individual and collective activities of urban residents.

The capacity of community organizations to augment deficits in this particular environment is enormous. Similar recognition of community endeavours in Asia and Southern America have resulted in world acclaim successes. 'It was through the United Neighbourhood Association of Porto Allegre in Brazil that the concept of "participatory budgeting" began to gain currency as a critical strategy for inclusiveness and empowerment in urban governance of ordinary citizens including the poor (Abers,

2001). It has been shown (Hassan, 2010) that by uniting poor urban residents including women through community credit scheme, the concept of poverty eradication and economic empowerment was adopted and propagated on self-sustaining platforms in towns and villages of Pakistan. In Minna, just as in the case of Southern America, this study has shown that through participatory engagement by CBOs, urban residents have recognized the capacity and limitations of governments at all cadres and have devised means of providing and maintaining urban infrastructure on sustainable basis.

4.7.2.3 Ability to Mobilize

Results of field assessment have also shown the ability of CBOs to mobilize labour and resources for serious community development projects. The identification of this characteristic within urban areas that are facing insufficient provision and inadequate maintenance of infrastructure, can effectively aid the development and sustenance of basic urban infrastructure. In this regards, urban developments and infrastructure maintenance that require high manual labour can effectively utilize this characteristic to reduce cost of the installation and management of functional urban facilities and services.

The inherent characteristic of CBOs to mobilize fund and resources for urban development projects has the ability to introduce government agencies into areas that have hitherto seen little of government infrastructure. Executing intervention projects with the people stand the chance of having outstanding contributions from the beneficiaries. Government at all levels will no longer shoulder the total cost of such projects.

If partners in urban development particularly CBOs and government can collaborate effectively, success of intervention programmes would be assured with less effort and resource commitment from both sides and the sustenance of projects so achieved would also be assured. This is buttressed by findings that working together as partner, government and community organizations have been able to reduce cost of projects by about 10 – 30 per cent even in neighbourhoods where residents live in poverty.

4.7.2.4 CBOs and Urban Facilities Management

The willingness of the urban populace to take part in urban development projects by voluntary labour without prior notice can effectively serve in maintaining damaged facilities, including new developments. It was realized that if the needed equipment is made available, the maintenance of drainages, adequate refuse collection and evacuation, road maintenance, laying of pipes, cables and poles for the provision of potable water and effective electricity supplies would benefit immensely from the involvement of CBOs. This is an inherent characteristic of the organizations that can be put to effective use through the collection of user fee. Results show that high percentage of the projects of the sampled CBOs were carried out through voluntary labour and material contributions by members of the organizations and members of the community who are also among the beneficiaries of the projects.

4.7.2.5 Accountability in Project Execution and Management

Previous and failed approaches of user fee and revenue collection that considered both planned and unplanned areas of the metropolis as one and the same, is

out of tune with the present social and physical realities. This needs to be replaced for self-sustaining development. The self-devised accounting and revenue collection approaches of the CBOs have been shown to help in mobilizing resources for maintenance and improvements of infrastructure. This calls for either a complete hand-over of the activities of user fee collection to the community represented by the CBOs, or, an adoption of the self-devised approaches by the government and her agencies in charge of infrastructure provision and maintenance in the areas concerned.

4.7.2.6 Observed Ability to Manage and Secure Urban Infrastructure

All residents of the sampled CBOs and wards, including residents of low-income areas, pay for facilities and utilities provided by informal providers of refuse collection and evacuation, water supply, and security services. Sometimes the cost of these informally provided services in unplanned, high density, low-income wards can be more than what obtains in the formal, high or mid-income areas. This un-necessary difference can be eliminated by opting CBOs' more efficient means of maintaining urban facilities for effective service delivery. The community organizations can keep these services functional by aiding the articulation of reliable procedures for use by formal urban development agencies to provide facilities.

4.7.2.7 CBOs and Urban Security Collaboration

There is high co-operation between community vigilante groups made up of members of CBOs and the Police. Effective collaborations have also been noticed in certain neighbourhoods where there are indications that joint efforts especially those initiated by the community can be successful in yielding positive results. While the

examples of CBOs' successful involvement in the issues of security abounds across the nation (Hamza, 2014, May 17; ≠BringBackOurGirls), the framework in Minna is exemplary.

The residential neighbourhoods of Kpakungu, Soje, Barikin Saleh, and Sauka Kahuta are all serviced by one police outpost located in Kpakungu. In order to improve security in each of these areas, a regular arrangement is maintained between the Vigilante Groups and the police to facilitate crime prevention and mitigation. The community members usually engage the services of the Vigilantes groups to investigate crime or settle disputes. The police hardly intervene in these areas without the knowledge of the Vigilantes groups. For this type of collaboration, each Vigilante Group has members that usually head collaboration with the police and to organize joint activities of arrests and investigations.

4.7.2.8 The Likely Result of More Active and Functional CBOs

With the increasing activities of CBOs in the provision and management of urban facilities in all areas, it is increasingly clear that the influence of the organizations on urban management will continue to increase. This has been shown in developed countries of Europe and America, where the community actively takes part in school management and curricula designs (Mabogunje, 1999), and other studies (Benitez et al., 2003; Garland, Massoumi, & Ruble, 2007; Kosc-Harmatiy & Malinkin, 2008), detailing successful involvements in agricultural policy formation on non-timber forest resources for exports; urban security and youth survival.

4.7.2.9 Future of Urban Development and the Constraints of CBOs

The present rapid rate of urbanization is leading to a situation where the future of human settlement would be urban. Studies that are centred on the provision of basic urban infrastructure and services will continue to draw attention to activities of institutions and actors that can aid the management of urban infrastructure in different towns and cities. One of such important actors is the CBOs.

Successful CBO projects have been shown to have far reaching effect on urban development and management. The observed largely organizational setback portends further implications in regards to instituting inclusive management of cities in the emergent democratic setting in Nigeria. Efficient and effective community organizations are players that can and have been known globally (Satterthwaite et al., 2013) to handle key components of urban governance– planning and management, inclusive and functional cities.

The inclusion of community organizations in the management of cities has been stressed as a necessary requirement of functional urbanization (Husain, 2014). Given effective organization and functional collaboration, most of the facilities that are lacking in the slums, high density areas and unplanned parts of cities can be provided by individuals and non-profit oriented bodies, who have been long present in these dominant parts of sub-Saharan cities in particular. Presently, the most active body that guide and coordinates the activities of these numerous and growing providers are the local communities.

One of the serious implications of the non-acknowledgement of CBOs' inherent leadership arrangements, accession to leadership positions, peculiar accounting processes or access to leadership, by government institutions, can only distance

government and other agencies from the people. While urban management institutions of government can freely operate with ease in the few planned parts of cities, the agencies would need to collaborate with residents of the majority of the areas of the city that continue to lack basic infrastructure to function efficiently. This has been noted as one aspect of good urban governance that can help to institute inclusive and sustainable urban development and management at all levels (Mitlin, 2004a and 2004b; Mitlin, Satterthwaite, & Bartlett, 2011; Satterthwaite, 2008 and 2014; Husain, 2014).

CHAPTER FIVE

SUMMARY OF FINDINGS, RECOMMENDATIONS AND CONCLUSION

5.1 INTRODUCTION

Assessment of the projects of CBOs in Minna is the main focus of this study. Findings from this study have identified inadequate material and moral support from rich members of the society as prominent on the list of non-monetary challenges faced by the CBOs. It appears there is little integration between the CBOs and the wealthy members of the different wards in Minna. Results further shows that a situation of lack of adequate support from influential personnel has adversely influenced the outcomes of the projects of CBOs. Thus, respondents' assessment of CBO projects rated the partial or non-involvement of richer members of the community as major reason for the partial or total non-realization of CBO projects across the length and breadth of the study area.

5.2 ANSWERS TO THE RESEARCH QUESTIONS

5.2.1 Levels of CBOs' participation in urban development

CBOs are partaking in many urban development projects. The organizations are mainly financed by meagre monetary and material collections from members and prospective beneficiaries in the communities they serve.

The projects of CBOs are concentrated more in the high density low-income areas. In certain areas, it is only CBOs that are known to provide urban services like security services, clearing of refuse, drainage de-silting, emergency response and general sanitation.

5.2.2 Outcomes of CBO participation in urban development of Minna

Self-help activities of CBO recorded both complete and uncompleted projects. Many CBOs lack the technical and financial capability to undertake certain urban development projects. Lack of collaboration within the CBOs, and other urban development agencies is a major hindrance to the success of CBO projects. Most CBOs are not diligent in sourcing finance, many depend on donations from outsiders and the prospective benefiting communities in order to execute urban development projects.

5.2.3 Why CBOs do well or badly in projects

Appropriate project selection through democratic processes involving members of the CBOs and sometimes members of the communities as well. When members decide or when the community seek the involvement of the organizations to execute community projects.

Inadequate funding resulting from weak resource mobilization. Over a quarter of the CBOs do not charge their members registration fees at all, and many do not have procedure for resource mobilization. In addition to this, there is also non utilization of excess voluntary labour. There is constant voluntary manual labour that always lack working equipment and other materials to work with.

Little assistance from government and agencies of development are also seen to affect outcome of CBO projects. Assistance hardly reach the organizations, and most often, donor agencies are guided and surrounded by unfamiliar bureaucracy that always discourage local organizations from seeking assistance.

There is little or total absence of collaboration between the CBOs and other agencies. Most CBO projects were executed solely by individual CBOs without any form of partnership.

5.2.4 Lessons from CBOs' participation in urban development

The business of urban development need the collaboration of all stakeholders. Even the poor beneficiaries, seeing that a project is for them, can and do participate and contribute to the success of such projects. Not all urban development projects can be successfully undertaken by CBOs. Capital intensive projects seriously suffer non-implementation and total abandonment. However, labour intensive projects are regular routine with many successful outcomes.

CBOs can achieve more through effective collaboration. Joint efforts between CBOs in a ward or community, and partnership with national and international urban development agencies. Urban development projects by government can be more successful if taken in collaboration with CBOs and will also cost less. CBOs and the prospective beneficiaries of their projects are ready to contribute manual labour. Government can contribute technical and material expertise for capital intensive projects.

CBOs have the capacity to participate and should form part of the mainstream public urban development agencies. Presently, the CBOs are totally excluded from formal urban development programmes of States and urban areas. However, the organizations are full of knowledge of people-oriented approaches in dealing with local realities.

Democratic leadership and consensus project selection is vital to the success of CBO projects. This is the key factor in identifying a viable CBO for collaboration and for a successful participatory urban development and management.

5.3 IMPLICATIONS OF FINDINGS

This study has examined the projects of CBOs. Based on the major findings the implications of these findings are as follow:

1. Presently, refuse collection and safe disposal particularly waste evacuation is carried out by government agencies or private companies working for the State. This practice is observed to be ineffective as it is noted to be infrequent and leaves many areas un-attended to. Successes attained by CBOs in environmental sanitation implies that the activity, particularly waste evacuation, should be in collaboration with CBOs. The organizations have teaming volunteer labour and usually carry-out this activities on a regular basis. Success of the local organizations is only hindered by lack of technical and financial support from appropriate quarters.

2. Assessment of the operations of CBOs points at the need for wider and more sustainable fund mobilization. Heavy dependence on internal labour and skills portends great danger to the existence and the activities of CBOs. For example, it has grossly limited areas of endeavours of CBOs. As a result, avenues with higher prospects for success and more contributions to urban development, like community advocacy and formal planning interventions are by this default beyond most CBOs.

3. Networking between CBOs can help in undertaking costly or highly technical projects, and eliminate duplication of efforts. The CBOs also stand a better chance

to access assistance and funding from donor organizations within and outside the country if there are evidence of networking and collaboration between them.

4. The observed lack of collaboration have negative implications for the future of CBOs and urban development and management can hardly be effectively handled by single individual or organization. it has been rightly observed (Borrini-Feyerabend et al, 2004; Dijk, 2006; Satterthwaite, 2005 and 2013) that joint efforts and effective collaboration has the tendency to achieve more results and are particularly important when dealing with urban infrastructure provision and management in diverse metropolis with multiple stakeholders.

5. The CBOs stand a better chance to achieve more in urban development if there would be more efficient approach to fund mobilization. Rate of completed projects may likely double if CBOs presently not collection any fee were to introduce one and those collection meagre amounts were to charge levies that can successfully carry out urban development projects on self-sustaining platform.

6. Low income urban residents are the main members of CBOs. Many CBOs request low membership charges and many forbids its collection altogether. As a result, inadequate and non-collection of fees and other membership charges has incapacitated many CBOs, particularly those that solely depend on voluntary labour and on-site contributions, to execute projects. Hence, financial incapability suffered by many CBOs results from lack of diligent fund mobilization, informed by over-rating of poverty and low income of members.

5.4 SUMMARY OF FINDINGS

Urban development and management activities in Minna are characterized by the increasing number of voluntary projects of CBOs. These CBOs have made impacts on Minna through the execution of urban development projects. A number of problems are militating against the contributions of CBOs to urban development in Minna. Findings from this study shows that peculiar organizational structure, decision making processes, approaches to project identification and funding, and, the mobilization and utilization of volunteer population, are major factors that are at play in the achievement of the potentials of CBOs in Minna.

5.4.1 Membership Demography and Structure

The CBOs are dominated by the youths, hence, issues of complex bureaucracy and matters that are best handled by experienced individuals are rarely appropriately addressed. The dominance of urban development projects undertaken by CBOs in isolation without collaboration is likely to be due to the fact that the dominant youth population lacks the experience for collaboration.

There is the shortage of skilled man-power needed for effective liaison with external bodies and government agencies established to aid and mainstream CBOs' projects in Minna. With the youths constituting over 70 per cent of the membership of CBOs, there is a situation whereby CBOs have excess labour supply at all times but short of tools and materials.

5.4.2 CBOs and Collaboration

Increasing demands for urban infrastructure is not a new challenge to governments and urban authorities in developing countries. On the other hand, there is the increasing growth and contributions of CBOs in urban development. Effective

collaboration between parties in urban development and management brings the CBOs into urban development and management activities which have been solely handled by the public sector.

With regards to joint projects by CBOs, this study highlighted that collaborations among CBOs are not common. Although, the need to work together as one unified body is there, the CBOs are mostly engaged in individual projects. There are avenues that the sampled CBOs have identified for collaboration and suitable partnership for urban development and management. According to the finding of this study, the format for collaboration could either be between the CBOs for skilled and manual labour training and retraining, or between the CBOs and government agencies for machineries and equipment. The collaboration can also be between the CBOs and the NGOs including foreign agencies for capital or finance, training and retraining of the teaming voluntary labour.

5.4.3 The Location and Distribution of CBOs

CBOs are mainly located in high density, low-income wards. Urban development projects of the organizations are also concentrated in high density, low-income wards of the study area. Most of the uncompleted projects of CBOs that are located in high density residential wards are those that required huge capital and skilled manpower for execution and sustenance.

Traditional institutions are amongst the urban authorities present and active in Minna. Others include government ministries and agencies, local and international NGOs. The traditional institutions are the most widely and evenly spread across Minna, although they usually receive less invitation for collaboration from CBOs. The

collaboration between CBOs and traditional institutions have yielded more completed projects because they are more open in terms of approach to community development issues than government and NGOs that have strict bureaucracy and formalities.

5.4.4 Funding of CBOs

Avenues for internal and external fund generation for development projects' are not maximally utilized by the CBOs. There is wide awareness of the importance of paying dues to CBOs. Over 70 per cent of the members of CBOs are prompt in paying membership dues and charges.

The CBOs were found to be charging members very little as dues. About 25 per cent of the CBOs do not collect dues from members, either as membership, annual, or registration dues or levies for community development projects. In fact, some of the CBOs do not collect dues or charges from members in order to execute urgent development projects, rather on-spot donations are collected from beneficiaries and the public for project execution.

5.4.5 Institutional Framework of CBOs and External Agencies

Most CBOs do not make provisions for the public and private agencies in their regular schedules. This could be the reason why most urban development projects of the CBOs lack the backing of the more external organizations. There is little occurrence of collaboration and the CBOs are located away from the wards where potential collaborating public and private agencies located. Again, the institutional framework for

most external agencies do not recognise inputs from CBOs as necessary partners in planning and execution of urban development projects. This could have arisen due to the fact that most CBOs do not have a written constitution or operational framework for community development and are lacking in operational modalities including the involvement of external collaborators.

5.4.6 Sourcing Funds and Materials for CBO Projects

Members of CBOs are prompt in paying membership dues, registration or annual membership contributions. It is through these sources of internally generated funds from members, that virtually all CBO projects are financed. There is little contributions from the more endowed external agencies to assist CBO community development projects in Minna. Attempts by many CBOs to source funds for community development projects especially from public agencies and NGOs are usually met by bureaucracy that often stalled efforts to access assistance from external agencies. Members of CBOs are prompt in paying membership dues, registration or annual membership contributions. It is from these sources of internally generated funds that virtually all CBO projects are financed.

5.4.7 Main Operational Challenges of CBOs

Finance for CBO projects are mainly sourced internally. Assistance and contributions to CBO projects by public institutions are rare and where provided, such tend to be always late. Funds and the materials meant for planned and ongoing CBO projects are mainly sourced from members and the prospective beneficiary communities.

Due to operational bureaucracies of external agencies, many CBOs hardly attempt to seek assistance from these agencies who are rarely seen as potential partners and collaborators. Another challenge to CBO self-help projects is the occupational work schedules of their members. In many wards of Minna, majority of members of CBOs are on daily jobs and have limited time to contribute free labour even if materials are eventually procured. Thus, labour supply for development projects is sometimes a problem.

5.5 RECOMMENDATIONS

Urban development and management require more than one player to succeed, and it also call for full involvement of all stakeholders. It has been stressed that resilient systems 'depend on appropriate policies that enable people take advantage of their own adaptive capacity' (Shanahan, 2013:2). The projects of CBOs in Minna are important to the urban environment and livelihood as they contribute directly and indirectly to the economic wellbeing of the people and the society in general.

The main activities in this sub-section is directed by the objectives and findings of the study. This dwelled mostly on the nature of CBOs in regards to their strength, challenges and outcomes of their activities. Recommendations were made based on aspects of urban development activities that the organizations can effective undertake and those they most seek collaborations, or their collaboration should be sought.

The recommendations in this section are sub-divided into general and specific recommendations. The two sets of recommendations were guided by the data analysis results. The general recommendations are particularly directed at the National and State

policies with regards to urban management in general and the roles of CBOs and other stakeholders in urban development and management. The specific recommendations, on the other hand, are synthesis of suggestions by members of CBOs and the public in regards to approaches of instituting urban development and management particularly through the involvement of stakeholders like the CBOs.

5.5.1 General Recommendations

Drawing from the general assessments in this study, the chances of successfully carrying out urban development projects increases with increased cooperation between the different CBOs and other public and private institutions. Hence, it is a major recommendation here that both private and public agencies should endeavour to articulate partnerships with CBOs in order to ensure successful provision of urban infrastructure and the servicing of the existing ones. This will go a long way to prevent the decay of infrastructure and increase life-span of the social amenities that are needed to enhance general livelihood and functional urbanization. The general mechanisms needed to effectively articulate functional partnerships between stakeholders in urban development and management are further itemized in the following sub-sections.

5.5.1.1 CBOs' as Major Partners in Urban Development and Management

For a successful working relations in every urban areas, all players in the urban environment will have to play their parts effectively. CBOs represent the people, their dreams and aspirations. Other partners in urban development include the government

and the general public sector. CBOs are also partners in urban development and management and their role are also crucial for urban sustainability.

Private and public sectors in urban areas often tend to operate separately thereby isolating CBOs and their contributions to urban development and management. The non-inclusion of CBOs in many urban development projects of private and public sectors has had adverse effects on urban development. Although, CBOs might not be rich but they are placed to easily represent the people in the management of urban facilities.

5.5.1.2 The Need for Legal Recognition of CBOs' Projects and Capabilities

Findings from this study have shown the need to see and address each residential areas of cities with the different spatial and socio-economic characteristics peculiar to it. Members of community organizations in the high density areas are daily facing livelihood challenges as the people are increasingly determined to better their lives and livelihoods opportunities. There is the need to adopt this people-oriented mechanisms that were devised in these areas to effectively tackle recurrent social and environmental peculiarities of Minna and similar parts of sub-Saharan Africa. For this to happen, there is the need for urban authorities and all other stakeholders to recognize CBOs as development partners that are more in touch with the people without which success of urban development and management would remain illusionary.

Collaboration between the State agencies and CBOs is a necessary approach to urban management and that needs to be supported by law. The laws establishing NISEPA, for example, emphasized that 'the Agency shall have the power to delegate

some of or any of its functions to anybody or organization on such terms and conditions as it may determine' (NGSG, 2011:B9). This aspect of the law is in line with international best practices (Warlick, 1973; Malešević, 2012) and it seems not to have been followed or its implementation seems to have unfortunately left out CBOs. This provision can be exploited to collaborate with CBOs.

5.5.1.3 The Need for Effective City-wide Intervention Policies

CBOs and CBO projects are dominant in areas of the city where the city's dominant population consisting of the low-income earners live. For the performance of CBOs, there is the need for a city wide policy on urban development projects of CBOs in all parts of the city including the unplanned areas. Such policy should take cognisance of the fact that people-derived approaches should be directed at resolving urban-wide developmental challenges.

5.5.1.4 Complementary to the Public Sector

Field assessments have shown the need for sustained complementary roles of the government in ensuring the continuous existence and performance of CBOs. The support of public agencies for CBOs in urban development is seriously lacking. Presently, there is hardly any urban development project executed by government at any level in full collaboration with any CBOs from planning to completion.

Again, the facilities and services provided by government and other external bodies, and which are in constant need of care, are hardly handed over to CBOs for management. There is the need for a policy re-adjustment such that when projects are completed, the maintenance and security of such facility should be transferred to CBOs.

The maintenance and security of urban facilities can be quite tasking to the State or National government, NGOs and the foreign donors. The hand over arrangement frees the donor from the tedious task of constant monitoring, repairs and providing adequate security.

5.5.2 Specific Policy Recommendations

Members of CBOs and communities have observed that the seeking of assistance from government and executing projects with government agencies has enormous potentials of effectively addressing the different challenges faced by CBOs. The specific areas identified as having high potentials for collaboration between CBOs and other actors in urban development are highlighted in this sub-section.

5.5.2.1 CBOs and Informal Areas of Urban Settlements

The wide presence and subsequent successes recorded by CBOs in neighbourhood security, also known as vigilante activities have shown that the principles and techniques peculiar to this scenario can be further explored for adaptation in other areas of law enforcement, crime prevention, disaster mitigation and development control particularly in traditional and informal areas of bourgeoning cities of developing countries.

The participatory crime mitigation strategy popularized by the vigilante groups in Minna can be employed to tackle blurred areas of law enforcementin regards to traditional and unplanned areas of cities. This is informed by previous studies which shows that the peculiarities of this environment always present formal development control agencies as less empowered by law to enforce modern and formal building rules and regulations in these largely informal settlements long in existence before modern

planning (Kaltho, 1982, 1985 and 2007; Afon, 2004, 2007 and 2008; Kawu, 2005; Bussu and Kawu, 2007; Kawu et al, 2012). Hence, effective development control is another area that CBOs can help urban authorities in achieving efficient management of cities. The participatory approaches of CBOs has the potentials to bring to limelight, the formidable characteristics for the needed inclusion of these bodies to mainstream urban development and management services.

5.5.2.2 Complementary to NGOs, Foreign Bodies and Donors

The CBOs have potentials for effectively addressing urban infrastructure deficits peculiar to the different urban communities. However, the lack of collaboration between the CBOs and other agencies is a serious setback in achieving this. The field survey has shown that there are avenues that increased collaboration between CBOs and other agencies can be forged. CBOs can effectively play advisory roles to NGOs and foreign donors over project execution in specific areas of the urban environment. By the inherent modalities of operations of the CBOs in areas of decision making in project location, finance, the increasing volume of voluntary labour, CBOs have removed the hurdles that often undermine interventions by donor and external agencies in areas of urban development and management particularly in the processes of land acquisition, cost and management of intervention projects. As grass root organizations that are constantly in touch with the immediate community, CBOs, in addition to lessening cost of development projects, are also found to be effective in identifying appropriate development projects, its locations, and the most favourable season for execution. CBOs are also known to be effective in project supervision and management.

5.5.2.3 CBOs and Urban Development Policies

As urban population of sub-Saharan Africa continues to grow, there is the need for urban authorities to seek more reliable, faster, more accurate and cheaper means of delivering urban infrastructure (Raeset at., 2012). Studies have shown that, in carrying out urban development activities, the CBOs' characteristics have not only helped in delivering development, but have also for long performed far better than the public agencies (James, 1992; Al-Gore, 2003;Ijaiya, 2008;Iorliam, 2010) who are at present the main providers and managers of urban facilities and infrastructure in urban areas in Nigeria. The present economic reality in most urban settlements have necessitated the need for a policy adjustment (Bellini, Pinelli, and Ottaviano, 2009), and the search for additional hands in performing the duties governments and urban development authorities have been known to shoulder (Al-Gore, 2003; Gore, 2003;Dasgupta and Duraiappah, 2012; Victor and Jackson, 2012).

Presently, national economies are devising means of reducing costs of urban infrastructure provision and management (Bellini, Pinelli, and Ottaviano, 2009; Raeset at., 2012). The Nigeria urban development policies can help both state and urban authorities to cut down costs of urban governance. With the present rates of CBO activities, central and local governments including urban authorities are less needed in the maintenance or the running costs of many community facilities in urban areas where CBO activities dominate. Since CBOs have devised approaches to the collection of user fees and other charges on development projects that address needs of facilities after installation. There is the need for urban development policy to strictly make the management of urban infrastructure provided by the government and similar body, the sole duty of the beneficiary communities or resident CBOs.

The recommended policy change will ensure adequate maintenance of urban facilities and will also spur the providers to do more. The community and the various CBOs have shown the ability to efficiently administer, provide effective security and maintain the facilities on a sustainable basis.

5.5.2.4 Local Government Administration and CBOs

Besides playing active supervisory roles, there is the need for LG authorities and their agencies to be more involved in creating avenues to incorporate CBOs in development activities. Examples of Chanchaga and Bosso LGAs' involvement in CBO activities can further be strengthened when the LGAs regularly extend official invitations to the CBOs. The approach whereby government agencies serve only as overseers of the CBOs needs to change so that the CBOs are taken into confidence by the agencies.

This adjustment has many advantages, least of which is already demonstrated by the CBOs in environmental sanitation, waste evacuation, development control, disaster response, urban security, user-fee and other revenue collection processes. By carrying out these activities, CBOs in Minna have become particularly ingrained in urban development projects where governments' and other formal interventions have recorded little success or failed completely.

Policies at the LG levels need to take the advantage of the opportunities presented by the increasing CBOs' development projects. The wide spread of CBOs is an advantage to the LGCs to collaborate with CBOs in the areas of revenue collection and vigilante activities to curtail crime, resolution of land disputes and land development control in traditional areas of cities (James, 1992; Iorliam, 2010). This is in

agreement with the global trends. For example, in response to escalating armed violence, experts (French and Haywood, 2013; OEF, 2013; Sassen, 2013; Lilyblad, 2014) reasoned that 'NGOs (CBOs in this case) emerge as governance actors in global issue areas and local domains where states and intergovernmental organizations (IGOs) are unwilling or unable to establish institutions cable of reducing armed violence' (Lilyblad, 2014:74).

5.5.2.5 Need to Formalize CBO Registration

Presently, CBOs are not mandated to register with any urban authority to function in Minna and similar cities in Nigeria. Besides the insistence of government for these community development bodies to register with LGAs, there is the need to streamline registration procedures for individual CBOs and their members. CBOs should insist membership dues for full registration status. Adequate collection of dues will ensure that there is sustainable sources for generating funds for project execution and management. This aspect of diligent registration and collection of fees and charges has been seriously lacking both from the side of the LGCs and the CBOs.

This will install workable approach and plans for fund generation on sustainable basis, which can be used to execute CBO development projects. This policy requirement for the registration of CBOs apart from ensuring full independence, will also guide against the possibility of individuals or groups exercising undue influence on the CBOs or their leaders.

5.5.2.6 CBOs and Funding of Urban Management and Administration

Public agencies at the local level can gain more by actively collaborating with CBOs that have full grasp of local peculiarities. This strongly support the need for a

policy change to include representatives of CBOs as bona fide members of urban management boards' action committees (Simms, and Reid, 2005; Swiderska, Siegele and Grieg-Gran, 2008). This is in line with the global trend of good urban governance and the approach to unplanned and autonomous areas of cities (UN-Habitat, 2003, 2005, 2008 and 2011, Tas, Tas and Cahantimur, 2009; Tao, 2011). This policy change guarantees full participation, dialogue and easy access to urban management authorities in resolving peculiar urban development challenges facing the different but interconnected parts of the city.

5.5.2.7 Sourcing Materials and Funding CBOs Projects

The CBOs need to increase efforts in sourcing for funds and resources for urban development and management projects. The present situation of heavy reliance on meagre membership dues that can hardly make any significant impact on project execution is too poor. Equally, the near total reliance on on-site material and labour contributions by members and the beneficiary community is hardly sustainable. The importance of a self-reliant approach to sourcing resources for CBO operations can hardly be over-emphasized.

There is the urgent need for the CBOs to dialogue with external organizations and agencies in order to access more resources and funding of urban development projects. The rich members of the society should be regularly contacted and briefed on issues of urban development projects and the need for more participation on their part. The CBOs should delegate dedicated committee members to regularly carry out this function.

5.5.2.8 The Need to Monitor Project Interventions

State and local government agencies serve as a link between community organizations and other bodies at the regional level. This way, the government agencies will have greater impact on general urban development and the much needed effective management of urban infrastructure and facilities (Simms, and Reid, 2005; Scott, 2006; Swiderska, Siegele and Grieg-Gran, 2008). Government agencies at both the LGCs and at the level of urban authority should play the role of supervisory body to both CBOs or privately financed and government instituted urban development projects. The agencies should coordinate the urban development activities as interventions by foreign donors and NGOs.

Developing countries' urban areas are filled with development projects meant to better the life and livelihood activities of residents. The activities of community organizations meant to complement other sources are clearly not in congruence with one another and thus results to uncompleted or failed projects. This calls for a shift in the present urban management approach for the full involvement of CBOs in urban development. The Federal Government needs to work directly with CBOs to ensure adequate provision of urban facilities. This stands to enhance the success and performance of CBOs in urban development projects.

5.5.2.9 The Need for All Inclusive Institutional Framework for Urban Management

Joint execution of community development projects that is largely lacking amongst the organizations, can be rekindled by initiating more collective involvement of all members of the community. This will enable all the stakeholders to make inputs into the development projects at all stages of project planning and execution. The openness of the process also shows that the needed high degree of inclusive processes of decision making, accountability, and project monitoring at all times would be assured.

5.6 CONCLUSION

The fact that CBOs are taking part in urban development and management of cities is not in doubt. Result of this study suggests that there are, however, a number of challenges to this emerging hope for many ill-served urban neighbourhoods in developing countries. But, still, there are a number of success stories that are good enough to be replicated in city-wide urban development and management in similar settings. The wide presence and subsequent successes recorded in neighbourhood security, have shown that the principles and techniques peculiar to this scenario can be explored for adaptation in other areas of law enforcement, crime prevention, disaster mitigation and development control particularly in traditional and informal areas of bourgeoning cities of developing countries.

The participatory crime mitigation approach iniated and nurtured by the vigilante phenomenon can be employed to tackle blurred areas of law enforcement, particularly in regards to development control in traditional and unplanned areas of cities. The peculiarities of these environments always present formal development control agencies as less empowered to enforce modern and formal building rules and regulations in these informal settlements long in existence before modern planning.

High reference is given by field assessments to the official recognition of CBOs by public authorities and other external bodies as partners in urban development and management, and the long awaited partnership between these major players in urban management. This shall serve as panacea for the needed efficiency in urban management. The seemingly overdue partnership is also an indication that what CBOs required from urban authorities and similar public agencies is mainly the institution of

appropriate laws and regulations to back and strengthen community development activities undertaken by them.

The widely acknowledged insufficiency in funds to execute CBO projects is a major hindrance to CBOs that peculiarly arise in this case study from the organizations' inability to regularly and diligently source funding even from apparently willing members. Rather, on-site sourcing of funds and materials for project execution seems to be the adopted practice.

The finding of this study also shows that the main peculiar participatory factor hindering the realization of goals of CBOs for community development and management in the study area is the near absence of support from external bodies particularly the public or government agencies. It is based on the strength of this finding and the prospects of the implementation of the suggestions, that this research gave specific policy recommendations.

5.7 CONTRIBUTIONS TO KNOWLEDGE

This study has shown that CBOs are active in Minna town. The activities of the organizations are also as diverse as the different sets of deprivations, social and temporal factors underpinning their formation and proliferation. The key contributions to knowledge by this research are as follows:

1. CBOs are engaged in numerous urban development activities but, many are not technically or financially endowed to do so successfully.

2. Inadequate or total lack of fund for CBO activities often resulted from the organizations' inability to diligently source funds and resources, and not necessarily

due to poverty or generally low income status of individual members or members of the community.

3. Although external agencies are there to support community organizations; inaccessibility of CBOs to these government agencies and prospective sponsors; due to bureaucracy and unfamiliar administrative terrain, often discourage the CBOs from seeking assistance from these resource-rich external supports.

4. The CBOs have better knowledge and skills in tackling peculiar environmental management, disaster response and mitigation issues, than government agencies particularly in the largely unserved parts of fast growing cities.

5. As participatory local organizations, CBOs have devised many high-yielding approaches in dealing with local issues that can be utilized in addressing intractable socio-environmental issues like urban renewal, development control, and revenue collection and utilization in informal or unplanned areas of cities.

6. Many urban development projects in Minna and similar urban areas would have recorded more sustainable success had the government and or donor agencies incorporated CBOs right from the initiation of the projects. CBOs, being grass root organizations, possesses better knowledge and approaches to issues and peculiar situations that ensures more lasting solutions than external donor or government agencies.

7. Going by the successes recorded by CBOs, certain urban development activities are better left in the hands of the CBOs than being taken wholly by the government or public agencies. For example, the routine projects of CBOs like environmental

management activities, only require technical support from external collaborators and the teaming voluntary manual labour are there to execute the work at minimum monetary and social costs.

8. Many government and external agencies hardly seek CBOs' contributions or partnership in urban development and management of projects. Many, of these agencies set up to encourage local solutions, do not even see community organizations as capable of being the voice of the people or possess the knowledge and skills needed to better their life and livelihood situations.

5.8 AREAS FOR FURTHER RESEARCH

In order to improve on the knowledge gained from the study of self-help projects of CBOs in Minna, some aspects of research findings are suggested here for more detailed study. Besides meaningfully extending the discussions highlighted by this study, further and deeper exploration of the issues are necessary for the success of sustainable implementation.

Urban development is not an issue that can be effectively handled by a single or isolated CBOs. Joint efforts between and within CBOs strongly recommended by this study, is particularly important when dealing with urban infrastructure provision and management. Hence, a similar research work is needed to model the requisite skilled and unskilled man-power, fiscal and material requirements of engagement of CBOs in the mainstream urban development and management hitherto wholly undertaken by government agencies.

High durability and sustainability of development projects can reduce the frequency and need for general repairs. A lot can be achieved through diligent assessment of differences in quality of urban development projects and facilities executed or provided by community organizations and those obtained through government or donor interventions.

There is also the need to assess the immediate and potential challenges of the national and international agencies that work directly with community groups. A particular points of reference would include the determination of the needed time and bureaucratic re-adjustments for successful CBOs, NGOs and government collaboration.

There is also the need to have a similar study that highlights expected managerial and operational changes that are likely to occur when government agencies become more involved with CBOs in development projects. It would be necessary to extrapolate the possible operational models, official bureaucracies and the resulting organogram in order to foresee the horizons of the envisaged collaboration in urban development and management of Minna and similar cities.

How to adapt CBOs approaches to urban planning and management issues that formal institutions are less empowered by law to undertake is another area of research. For example, there is the need to examine how formal institutions can successfully fit and adapt into the community derived strategies such as charging and effectively accounting for the collected user fees to maintain urban infrastructure and facilities or empower; run and maintain vigilante groups despite been dominated by volunteers.

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APPENDICES

APPENDIX A
Formulae

1. Compound interest method of population projection;

$$A \text{ or } P_f = P\left(1 + \frac{r}{100}\right)^n$$

Where: P_f = future population
P = present population
r = mean annual growth rate
n = number of years (projected year or date)

Hence,

$$r = \left(\sqrt[n]{\frac{Pf}{P}} - 1\right) \times 100$$

2. Mean of population;

$$Mean\ (\bar{x}) = \frac{\Sigma x}{n} \text{ or } \frac{\Sigma fx}{\Sigma f}$$

3. Statistical Tests;

a. Student t-test (t value) = $\frac{r\sqrt{n-2}}{\sqrt{1-r^2}}$

Where r; correlation coefficient is

$$r = \frac{\frac{\Sigma(x-\bar{x})(y-\bar{y})}{n}}{\sigma_x^2 \times \sigma_y^2} \quad or \quad \frac{\Sigma xy - \frac{\Sigma x \cdot \Sigma y}{n}}{\sqrt{\left(\Sigma x^2 - \frac{(\Sigma x)^2}{n}\right)\left(\Sigma y^2 - \frac{(\Sigma y)^2}{n}\right)}}$$

b. it's Coefficient of Determination (CD) is

$CD = r^2 \text{ X } 100$

While σ_x^2, *Variance of x or y is* $\Sigma x^2 - \frac{(\Sigma x)^2}{n}$

c. Mann Whitney 'U' Test is;

$$U_1 = N_1N_2 + (N_x(N_x+1))/2 - R_x$$

Type equation here.

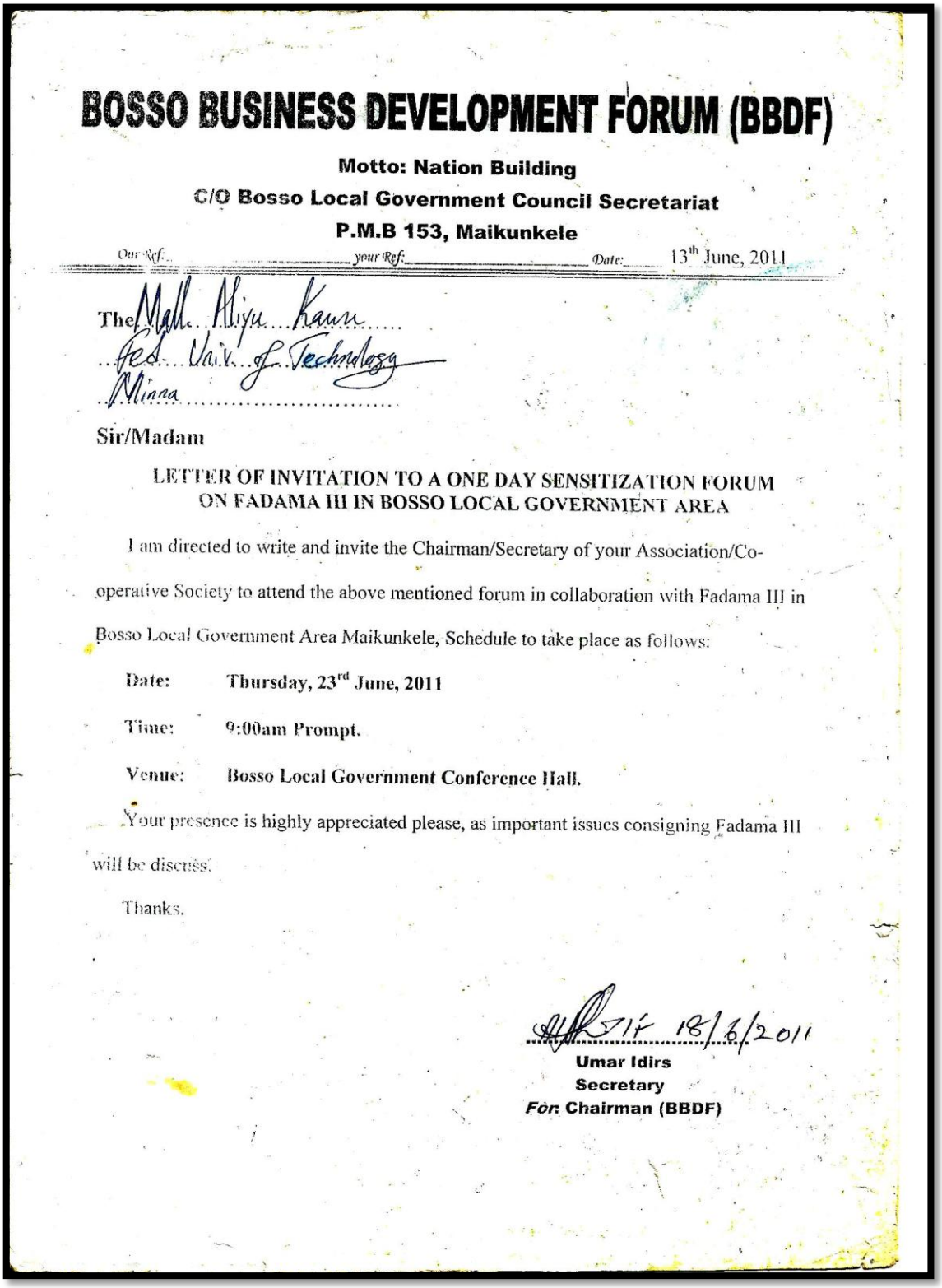
APPENDIX B

Currency Exchange Rates

At the time of conducting field survey for this research, USD1.00 (One United States Dollars) was exchange for NGN150.00 (One Hundred and Fifty Naira) and NGN250.00 (Two Hundred and Fifty Naira) was equivalent to GBP1.00 (One British Pound Sterling).

APPENDIX C

Invitation by Bosso Business Development Forum



BOSSO BUSINESS DEVELOPMENT FORUM (BBDF)

Motto: Nation Building

C/O Bosso Local Government Council Secretariat

P.M.B 153, Maikunkele

Our Ref: ..... your Ref: ..... Date: 13th June, 2011

The Mall. Aliyu Kawu
Fed. Univ. of Technology
Minna

Sir/Madam

LETTER OF INVITATION TO A ONE DAY SENSITIZATION FORUM ON FADAMA III IN BOSSO LOCAL GOVERNMENT AREA

I am directed to write and invite the Chairman/Secretary of your Association/Co-operative Society to attend the above mentioned forum in collaboration with Fadama III in Bosso Local Government Area Maikunkele, Schedule to take place as follows:

Date: **Thursday, 23rd June, 2011**

Time: **9:00am Prompt.**

Venue: **Bosso Local Government Conference Hall.**

Your presence is highly appreciated please, as important issues consigning Fadama III will be discuss.

Thanks.

18/6/2011

Umar Idirs
Secretary
***For*: Chairman (BBDF)**

APPENDIX D

Community Based Organizations (CBOs) Questionnaire

DEPARTMENT OF URBAN AND REGIONAL PLANNING
AHMADU BELLO UNIVERSITY, ZARIA - NIGERIA

INTRODUCTION: This is a Post-Graduate in Urban and Regional Planning studies Questionnaire on ANALYSIS OF THE OUTCOMES OF PARTICIPATION OF COMMUNITY BASED ORGANIZATIONS IN URBAN DEVELOPMENT IN MINNA, NIGER STATE, NIGERIA. All information given shall be treated confidentially and only for this research purpose.

INSTRUCTION: Please, kindly answer the following questions by given answers on the space(s) provided or tick (√) the appropriate answer (s) from those provided.

QUESTIONNAIRE A
Community Based Organizations (CBOs)
I. CHARACTERISTICS OF NEIGHBOURHOOD ASSOCIATIONS

1. **What is the name of your association? _____**
2. **Where are you located? _____ *GPS Readings* _____**
3. **When did you start your association? _____**
4. **Is your association registered with: 1.** State ___ **2.** Local Gov't __ or **3.** CAC ___ **4.** Not registered ___
5. **How many members do you have? _____**
6. **How do people join your association?**
   1. Expression of interest ___ **2**. Through invitation ____ **3.** Just as a member of the community ___
7. **How do you appointing leaders in your association?**
   1. By consensus ___ **2.** By Voting ___ **3**. Patrons appoint leaders ___ **4**. Introduction by community leaders ___
8. **How does your association decide which project to do?**
   1. Consensus ___ **2.** Only the leaders decide what to do __ **3.** We vote during meetings ___ **4.** Whenever money is available ___ **5.** The people call us to help ___ **6.** Whenever Government gives money ___ **7.** Others specify _____
9. **Which area(s) of the town have you carried out any urban development activities?**

1. Anguwan Biri ___ **2**. Anguwan Daji ____ **3.** Barikin Saleh ___ **4**. Bosso___ **5**. Bosso Estate ___ **6**. Bosso Low Cost ___ **7**. Chanchaga ___ **8**. Dutsen Kura ___ **9**. F-Layout ____ **10**. GRA ____ **11**. Jikpan ___ **12**. Kpakungu ___ **13**. Limawa ___ **14**. Maikunkele ____ **15.** Maitumbi ___ **16**. Makera ___ **17**. Minna Central ____ **18**. Nassarawa ___ **19**. Nikamkpe/Gurara ____ **20.** Sabon Gari ____ **21**. Saiko ___ **22**. Sauka Kahuta ____ **23**. Shango ___ **24**. Soje 1____ **25**. Soje 2 ____**26.** Tagwai ____ **27**. Tudun Fulani ___ **28**. Tudun Wada ___ **29**. Tunga ___ **30**. Tungan Goro ___

10. State these activities:

1. Clearing of drainages ____ **2**. Clearing of waste dumps ___ **3.** Roadconstruction ____ **4.** Road maintenance ___ **5**. Maintenance of classrooms ___ **6**. Vigilante activities ___ **7.** Public enlightenment ___ **8**. Repair of water pipes ____ **9**. Sinking of water bore holes ___ **10**. Repair of water bore holes ____ **11**. Maintenance of Electric Transformers ____ **12**. Welfare for the needy ___ **13.** Tree planting ___ **14.** Extramural class ___ **15.** Maintenance of hospitals/clinics ___ **16.** Others specify ___

11. What are the reasons for doing these works?

1. Community need help ___ **2.** To have clean environment ___ **3.** To help one-another ___ **4.** Progress of members ____ **5.** General urban development ___ **6.** To reduce poverty ___ **7.** To encourage good living conditions ___ **8.** Others specify ____

12. How do you source for funds to carry out your activities?

1. We tax ourselves ___ **2**. Membership dues ___ **3**. Contributions from community members ___ **4**. Profits or gains from investment ___ **5**. Assistance from rich people ___ **6**. Assistance from the Gov't ___ **7**. Others specify _____

13. How much is your membership registration fee? _____.

14. How much is your monthly membership due? _____ .

15. How much is your annual membership due? _____.

16. How many of your members pay their membership dues in a month? _____ .

17. How many of your members pay their membership dues last year? _____ .

18. Please, how much do you generate annually to carry-out your activities? _____ .

II. ASSESSMENT OF COMPLETED WORKS OR PROJECTS

19. Give specific projects that your association have carried in the last ten (10) years.

	Activity	Date/Year Started	Date/Year Completed	Amount Spent
1				
2				
3				
4				
5				
6				
7				
8				
9				

20. Which Government agency have you worked with in the past 10 years?

1. NISEPA___ **2.** NISEMA ____ **3.** Fire Service ____ **4.** The Police ____ **5.** NSUDB____ **6.** Ministry of Health ____ **7.** Ministry of Education ____ **8.** Ministry of Environment ___ **9.** Ministry of Youth and Sports ____ **9.** National Orientation Agency ___ **10.** INEC ___ **11.** Local Gov't ___ **12.** The traditional Council ___ **13.** Others specify _____ .

21. What did you do together with any of these government agencies?

1. Proper building of houses ____ **2.**Clearing of waste dumps ___ **3.** Roadconstruction ____ **4.** Road maintenance ___ **5**. Maintenance of classrooms ___ **6**. Vigilante activities ___ **7.** Public enlightenment ___ **8**. Repair of water pipes ____ **9**. Sinking of water bore holes ___ **10**. Repair of water bore holes ____ **11**. Maintenance of Electric Transformers ____ **12**. Assisting victims of disasters___ **13.** Family welfare___ **14.** Tree planting ___ **15.** Teaching in Nursery school or Primary school ___ **16.** Others specify _____

22. Have you received assistance for any National or International NGO? 1.Yes_2.No _

23. If Yes, Please, mention these organizations.

1. _____
2. _____
3. _____
4. _____

24. What helped your association to succeed in some of her activities?

1. Funding ___ **2.** Community cooperation ___ **3.** Doing projects with other associations ___ **4.** Members are ready to work ___ **5.** Public awareness ___ **6.** Doing

activities together with Gov't agencies ___ **7.** Rich individuals contribute ___ **8.** Others specify _____

25. What Do you think will make your association achieve more?

1. Members participate more ____ **2.** Funding ___ **3.** Regular assistance from the Gov't ___ **4.** Jointly work with other associations ___ **5.** Joint projects with Gov't agencies ___ **6.** Others specify _____

III. ASSESSMENT OF ON-GOING WORKS

26. If your association have work to do, is it usually;

1. by all members ___ **2**. by the leaders only __ **3**. Some members only __ **4**. Contracting it out ___ **5**. with other associations ___ **6.**Others specify _____

27. What are the factors that usually prevent you from starting or completing any project?

1. Projects cost ___ **2.** Lack money ___ **3.** Lack of assistance from the Government ___ **4**. Government assistance always come late ___ **5.** Lack of public awareness ___ **6.** Others specify _____

28. How can your association help in carrying out the Provision of health clinics? (MARKS/SCORES)

Levels of participation	Strongly Agreed (5)	Agreed (4)	Undecided (3)	Disagreed (2)	Strongly Disagreed (1)
1. Provide free labour for building					
2. Provide land for it					
3. Provide public enlightenment					
4. Maintenance after completion					
5. Provide security for the project/facility					

29. How can your association help in carrying out the provision of tap water? (MARKS/SCORES)

Levels of participation	Strongly Agreed (5)	Agreed (4)	Undecided (3)	Disagreed (2)	Strongly Disagreed (1)
1. Provide free labour for the work					
2. Provide land for it					
3. Provide public enlightenment					
4. Maintenance after completion					
5. Provide security for the project/ facility					
6. Collect water rates					

30. How can your association help in carrying out the Provision of schools? (MARKS/SCORES)

Levels of participation	Strongly Agreed (5)	Agreed (4)	Undecided (3)	Disagreed (2)	Strongly Disagreed (1)
1. Provide free labour for building					
2. Provide land for it					
3. Provide public enlightenment					
4. Maintenance after completion					
5. Provide security for the project/ facility					

31. How can your association help in carrying out the road expansion and maintenance? (MARKS/SCORES)

Levels of participation	Strongly Agreed (5)	Agreed (4)	Undecided (3)	Disagreed (2)	Strongly Disagreed (1)
1. Free labour for building					
2. Provide land for it					
3. Provide public enlightenment					
4. Maintenance after completion					
5. Provide security for the project/ facility					

32. How can your association help in carrying out the provision of electric equipment? (MARKS/SCORES)

Levels of participation	Strongly Agreed (5)	Agreed (4)	Undecided (3)	Disagreed (2)	Strongly Disagreed (1)
1. Provide free labour for building					
2. Provide land for it					
3. Provide public enlightenment					
4. Maintenance after completion					
5. Provide security for the project/ facility					

33. If assistance is to be given to your association by the following organizations, please; indicate what stage it would be more appropriate for Road Construction;

Activities & Levels	Local Gov't	State Gov't	Rich individuals	NGOs	Foreign organizations
1. From beginning to completion					
2. Construction costs only					
3. Maintenance/running costs only					
4. Provide materials for work only					

34. If assistance is to be given to your association by the following organizations, please; indicate what stage it would be more appropriate for the provision of water bore-holes;

Activities & Levels	Local Gov't	State Gov't	Rich individuals	NGOs	Foreign organizations
1. From beginning to completion					
2. Construction costs only					
3. Maintenance/running costs only					
4. Provide materials for work only					

35. If assistance is to be given to your association by the following organizations, please; indicate what stage it would be more appropriate for the provision of the provision of electric transformer;

Activities & Levels	Local Gov't	State Gov't	Rich individuals	NGOs	Foreign organizations
1. From beginning to completion					
2. Construction costs only					
3. Maintenance/running costs only					
4. Provide materials for work only					

36. If assistance is to be given to your association by the following organizations, please; indicate what stage it would be more appropriate for the provision of classrooms;

Activities & Levels	Local Gov't	State Gov't	Rich individuals	NGOs	Foreign organizations
1. From beginning to completion					
2. Construction costs only					
3. Maintenance/running costs only					
4. Provide materials for work only					

37. If assistance is to be given to your association by the following organizations, please; indicate what stage it would be more appropriate for the provision of health clinic;

Activities & Levels	Local Gov't	State Gov't	Rich individuals	NGOs	Foreign organizations
1. From beginning to completion					
2. Construction costs only					
3. Maintenance/running costs only					
4. Provide materials for work only					

38. If assistance is to be given to your association by the following organizations, please; indicate what stage it would be more appropriate for the provision of land for secured housing;

Activities & Levels	Local Gov't	State Gov't	Rich individuals	NGOs	Foreign organizations
1. From beginning to completion					
2. Construction costs only					
3. Maintenance/running costs only					
4. Provide materials for work only					

THANK YOU VERY MUCH

APPENDIX E

Questionnaire for Members of CBOs

DEPARTMENT OF URBAN AND REGIONAL PLANNING
AHMADU BELLO UNIVERSITY, ZARIA - NIGERIA

INTRODUCTION: This is a Post-Graduate in Urban and Regional Planning studies Questionnaire on ANALYSIS OF THE OUTCOMES OF PARTICIPATION OF COMMUNITY BASED ORGANIZATIONS IN URBAN DEVELOPMENT IN MINNA, NIGER STATE, NIGERIA. All information given shall be treated confidentially and only for this research purpose.

INSTRUCTION: Please, kindly answer the following questions by given answers on the space(s) provided or tick (√) the appropriate answer (s) from those provided.

QUESTIONNAIRE B

I. SOCIOECONOMIC SURVEY OF MEMBERS OF CBOs

1. **Which area of Minna do you stay in?**

   1. Anguwan Biri ___ **2**. Anguwan Daji ____ **3.** Barikin Saleh ___ **4**. Bosso___ **5**. Bosso Estate ___ **6**. Bosso Low Cost ___ **7**. Chanchaga ___ **8**. Dutsen Kura ___ **9**. F-Layout ____ **10**. GRA ____ **11**. Jikpan ___ **12**. Kpakungu ___ **13**. Limawa ___ **14**. Maikunkele ____ **15.** Maitumbi ___ **16**. Makera ___ **17**. Minna Central ____ **18**. Nassarawa ___ **19**. Nikamkpe/Gurara ____ **20.** Sabon Gari ____ **21**. Saiko ___ **22**. Sauka Kahuta ____ **23**. Shango ___ **24**. Soje 1____ **25**. Soje 2 ____**26.** Tagwai ____ **27**. Tudun Fulani ___ **28**. Tudun Wada ___ **29**. Tunga ___ **30**. Tungan Goro ___

2. **Sex: 1**. Male ___ **2**. Female ___

3. **Age (in yrs.): _____.**

4. **Marital status: 1.** Single ___ **2.** Married ___ **3.** Widow/Widower ___ **4.** Divorced ___

5. **Highest Educational Qualification**

   1. Qur'anic Education __ **2.** Primary School Cert. __ **3.** Secondary School Cert. __ **4.** NCE/OND ___ **5.** HND/Degree ___ **6.** Post graduate ____ **7.** None ____

6. **What is your main occupation?**

   1. Student ___ **2.** Civil servant ___ **3.** Self Employed ___ **4.** Manual labour ____ **5.** Motorcycle rider ____ **6.** Unemployed___

7. **Your monthly income (in Naira) is? _____.**

8. What Community Based Organization (CBO) do you belong and since when?

(a) _____ Year _____
(b) _____ Year _____
(c) _____ Year _____

9. Why did you join the association?

1. For personal gains ___ **2.** To assist others ___ **3.** As source of employment __ **4.** For community works ___ **5.** My friends are there ____ **6.** Others specify _____

10. How much do you pay as membership registration fee to the association? _____.

11. How much do you pay as annual membership due to the association? _____.

12. How much did you pay as annual membership due last year? _____.

13. How much do you pay as membership due to the association in every month? ___.

14. If you don't pay; please indicate why?

1. Don't have regular job ___ **2.** Poor management of the association ___ **3.** Don't like the leaders ___ **4.** No say in the choice of activities ___ **5.** Others specify ___

15. Do you make other contributions apart from membership dues? 1. Yes _ **2.** No _

16. If YES, Please, indicate these other contributions

1. Assist victims of disasters __ **2.** Assist Widows ___ **3.** GiveMaterials for community work ___ **4.** Do sanitation exercise ____ **5.** Do public enlightenment ___ **6.** Contribute money ____ **7.** Attend meetings ____ **8.** Source for funds ___ **9.** Bring Gov't agencies to them ___ **10.** Call people to participate __ **11.** Others specify ____

17. If you are unable to contribute; please indicate why?

1. Do not have time ____ **2.** Work every day ___ **3.** Not informed about what the money will be used for ___ **4.** Have not paid my dues ___ **5.** Activities Gov't should do __ **6.** Others specify _____

II. ENVIRONMENTAL SURVEY

18. What do you dislike in your environment?

1. Flooding __ **2.** Garbage ___ **3.** Noise __ **4.** Insecurity ___ **5.** Erosion ___ **6.** Lack of access ___ **7.** Others specify _____

19. What do you dislike about facilities in your area?

1. Lack of tap water ___ **2.** Lack of water bore-hole ____ **3.** Lack of electricity power ___ **4.** Lack of tarred roads ___ **5.** Our classes don't have chairs __ **6.** Hospitals

lack facilities ___ **7.** Lack of Gov't care ___ **8.** Bad drainage ____ **9.** Others specify _____ .

20. Is your association doing any activities to help your community with regard to its environment and facilities? 1. Yes ___ **2.** No ___

21. If Yes, please, indicate these activities:

1. Clearing of drainages ____ **2**. Clearing of waste dumps ___ **3.** Roadconstruction ____ **4.** Road maintenance ___ **5**. Maintenance of classrooms ___ **6**. Vigilante activities ___ **7.** Public enlightenment ___ **8**. Repair of water pipes ____ **9**. Sinking of water bore holes ___ **10**. Repair of water bore holes ____ **11**. Maintenance of Electric Transformers ____ **12**. Welfare for the needy ___ **13.** Tree planting ___ **14.** Extramural class ___ **15.** Maintenance of hospitals/clinics ___ **16.** Proper development of houses ____ **17.** Others specify _____ .

22. Are you always consulted before these activities were undertaken? Yes __ No __

23. If Yes, who consults you?

1. General meeting ___ **2.** Other member ___ **3.** Invitationby another association ___ **4.** Only when I got to the site ___ **5.** I find out by myself ___ **6.** When a politician visited the area ___ **7.** Others specify _____

24. What do you believe requires the urgent attention of your association in the area of water provision? (MARKS/SCORES)

Areas in Need of Attention	Strongly Agreed (5)	Agreed (4)	Undecided (3)	Disagreed (2)	Strongly Disagreed (1)
1. Installation of water bore hole					
2. Repair of water bore holes					
3. Repair of public taps					

25. What do you believe requires the urgent attention of your association in the area of environmental sanitation? (MARKS/SCORES)

Areas in Need of Attention	Strongly Agreed (5)	Agreed (4)	Undecided (3)	Disagreed (2)	Strongly Disagreed (1)
4. Clearing of refuse dumps					
5. Clearing of drainages					
6. Sweeping of the streets					
7. Road maintenance					
8. Build public toilets					

26. What do you believe requires the urgent attention of your association in the area of electric power supply? (MARKS/SCORES)

Areas in Need of Attention	Strongly Agreed (5)	Agreed (4)	Undecided (3)	Disagreed (2)	Strongly Disagreed (1)
9. Provide electricity transformers					
10. Repair of electricity transformers					
11. Guard electricity transformers					
12. Replace broken electric poles & cables					

27. What do you believe requires the urgent attention of your association in the area of neighbourhood security? (MARKS/SCORES)

Areas in Need of Attention	Strongly Agreed (5)	Agreed (4)	Undecided (3)	Disagreed (2)	Strongly Disagreed (1)
13. Provide vigilante groups					
14. Involve the police					
15. Cooperate among associations					

28. What do you believe requires the urgent attention of your association in the area of general welfare? (MARKS/SCORES)

Areas in Need of Attention	Strongly Agreed (5)	Agreed (4)	Undecided (3)	Disagreed (2)	Strongly Disagreed (1)
16. Support members in business					
17. Give loan to members					
18. Train people iu hand-works					
19. Teach in schools					
20. Build classrooms block in schools					
21. Repair schools					
22. Build hospitals or health clinics					
23. Maintain hospitals and health clinics					

29. Have your association been able to accomplish all of the activities? 1. Yes _ **2.** No

30. If Yes, why was your association successful?

1. There was high participation by the people ___ **2.** Associations cooperate with one another ___ **3.** Gov't always assist ___ **4.** Development agencies do assist ___ **5.** People pay their dues ___ **6.** Members are always ready to work ___ **7.** Beneficiaries do help ___ **8.** Residents of the areas do help ____ **9.** Others specify _____ .

31. If No, why do projects of your association fail?

1. People are not aware about the association ___ **2.** People and members could not contribute money for the work to be done ____ **3.** No assistance from Gov't ____ **4.** No assistance from rich individuals ____ **5.** The associations' officials are corrupt ___ **6.**

Gov't assistance is always late ___ **7.** The organizations don't join hands ___ **8.** Others specify _____

32. What have you gained personally from your association?

1. Permanent employment ___ **2.** Temporary employment ___ **3.** School fees ___ **4.** Assistance during sickness ___ **5.** Assistance during disasters ___ **6.** Assistance with loans ___ **7.** Assistance with farm labourers___ **8.** Others specify _____.

33. What is needed to make projects of the association successful?

1. _____
2. _____
3. _____
4. _____
5. _____
6. _____
7. _____

34. What are the main problems of your association?

1. _____
2. _____
3. _____
4. _____
5. _____
6. _____
7. _____
8. _____

35. What are the solutions to these problems?

1. _____
2. _____
3. _____
4. _____
5. _____
6. _____
7. _____
8. _____
9. _____
10. _____

THANK YOU VERY MUCH

Appendix F

Questionnaire for Public and Private Agencies

DEPARTMENT OF URBAN AND REGIONAL PLANNING
AHMADU BELLO UNIVERSITY, ZARIA - NIGERIA

INTRODUCTION: This is a Post-Graduate in Urban and Regional Planning studies Questionnaire on ANALYSIS OF THE OUTCOMES OF PARTICIPATION OF COMMUNITY BASED ORGANIZATIONS IN URBAN DEVELOPMENT IN MINNA, NIGER STATE, NIGERIA. All information given shall be treated confidentially and only for this research purpose.

INSTRUCTION: Please, kindly answer the following questions by given answers on the space(s) provided or tick (√) the appropriate answer (s) from those provided.

QUESTIONNAIRE D
FOR PUBLIC AND PRIVATE AGENCIES

1. Name of Agency: _____

2. Status of agency:

1. Federal Government ___ **2.** State Government ___ **3.** LGA ___ **4.** Private (Profit) ___ **5.** Private (Non-Profit) ___ **6.** Others specify _____

3. Which area(s) of the town are you located in?

1. Anguwan Biri ___ **2**. Anguwan Daji ____ **3.** Barikin Saleh ___ **4**. Bosso___ **5**. Bosso Estate ___ **6**. Bosso Low Cost ___ **7**. Chanchaga ___ **8**. Dutsen Kura ___ **9**. F-Layout ____ **10**. GRA ____ **11**. Jikpan ___ **12**. Kpakungu ___ **13**. Limawa ___ **14**. Maikunkele ____ **15.** Maitumbi ___ **16**. Makera ___ **17**. Minna Central ____ **18**. Nassarawa ___ **19**. Nikamkpe/Gurara ____ **20.** Sabon Gari ____ **21**. Saiko ___ **22**. Sauka Kahuta ____ **23**. Shango ___ **24**. Soje 1____ **25**. Soje 2 ____**26.** Tagwai ____ **27**. Tudun Fulani ___ **28**. Tudun Wada ___ **29**. Tunga ___ **30**. Tungan Goro ___

4. Is your agency aware of the existence of CBOs in your area of operation?

1. Yes ___ **2.** No ___

5. If YES, how many of them are you in touch with? _____

6. Please, list them:

1. _____
2. _____
3. _____
4. _____
5. _____

6. _____

7. What activities have you carried out together with CBOs in your area?

1. Advocacy __ **2.** Public enlightenment ___ **3.** Repair of public water tap ___ **4.** Repair ofwater bore-hole ___ **6.** Maintenance of roads ___ **7.** Maintenance of electric transformer ___ **8.** Vigilante activities ___ **9.** Assist victims of disasters ___ **10.** Environmental sanitation ___ **11.** Others specify _____

8. How many of such activities have taken place in the last ten (10) years? ____

9. How often do you carry out activities with CBOs in your area?

1. Weekly ___ **2.** Monthly ___ **3.** Annually ___ **4.** When occasion arises ___ **5.** Others specify _____

10. List works you have carried out together with CBOs and their present state:

	Activity (GPS Readings)	In use	Not in use	On-going
1				
2				
3				
4				
5				
6				
7				
8				

11. What are the constraints facing these associations?

1. Lack of funds ___ **2.** Leaders are not straightforward __ **3.** Too many projects to be done ___ **4.** People are not aware about the association ___ **5.** No assistance from Government ____ **6.** No assistance from rich individual ____ **7.** Government assistance is always late ___ **8.** Lack of organization of the associations ___ **9.** The organizations don't join hands ___ **10.** Others specify _____

12. What can be done about these constraints?

1. There should be election of leaders instead of appointment __ **2.** Constant sourcing of funds ___ **3.** Members should pay higher dues ___ **4.** Members should pay levies ___ **5.** Always seek Government assistance ___ **6.** Contact rich residents ___ **7.** Engage in projects that you have fund ___ **8.** Others specify _____

13. What areas do you think they can complement your urban efforts?

1. Public enlightenment ___ **2.** Maintenance of completed projects ___ **3.** Provision of free labour ___ **4.** Collection of user fees ___ **5.** Security of facilities and projects ___ **6.** Monitoring Government projects ____ **7.** Others specify _____

14. How do you want Government to relate with these CBOs?

1. Execute projects together with them ___ **2.** Assist them to execute more projects ___ **3.** Hand-over completed projects to them __ **5.** Include them in urban development programmes ___ **6.** Others specify _____

THANK YOU VERY MUCH

Appendix G

Questionnaire for Traditional Institutions

DEPARTMENT OF URBAN AND REGIONAL PLANNING
AHMADU BELLO UNIVERSITY, ZARIA - NIGERIA

INTRODUCTION: This is a Post-Graduate in Urban and Regional Planning studies Questionnaire on ANALYSIS OF THE OUTCOMES OF PARTICIPATION OF COMMUNITY BASED ORGANIZATIONS IN URBAN DEVELOPMENT IN MINNA, NIGER STATE, NIGERIA. All information given shall be treated confidentially and only for this research purpose.

INSTRUCTION: Please, kindly answer the following questions by given answers on the space(s) provided or tick (√) the appropriate answer (s) from those provided.

QUESTIONNAIRE C
TRADITIONAL INSTITUTIONS

1. **Which traditional Institution/Office in this area/ward?**

   1. Mai Anguwa ___ **2.** Hakimi ___ **3.** Dagachi ___

2. **Name of the Ward?**

   1. Anguwan Biri ___ **2**. Anguwan Daji ____ **3.** Barikin Saleh ___ **4**. Bosso___ **5**. Bosso Estate ___ **6**. Bosso Low Cost ___ **7**. Chanchaga ___ **8**. Dutsen Kura ___ **9**. F-Layout ____ **10**. GRA ____ **11**. Jikpan ___ **12**. Kpakungu ___ **13**. Limawa ___ **14**. Maikunkele ____ **15.** Maitumbi ___ **16**. Makera ___ **17**. Minna Central ____ **18**. Nassarawa ___ **19**. Nikamkpe/Gurara ____ **20.** Sabon Gari ___ **21**. Saiko ___ **22**. Sauka Kahuta ____ **23**. Shango ___ **24**. Soje 1___ **25**. Soje 2 __**26.** Tagwai ___ **27**. Tudun Fulani ___ **28**. Tudun Wada ___ **29**. Tunga ___ **30**. Tungan Goro ___

3. **Do you know about Associations in your this ward? 1.** Yes ___ **2.** No ____

4. **Please, name those Associations in your area.**

a. _____
b. _____
c. _____
d. _____
e. _____
f. _____

5. **What are the activities that these Associations used to contact you about?**

   1. Clearing of drainages ____ **2**. Clearing of waste dumps ___ **3.** Roadconstruction ____

   4. Road maintenance ___ **5**. Maintenance of classrooms ___ **6**. Vigilante activities ___

   7. Public enlightenment ___ **8**. Repair of water pipes ____ **9**. Sinking of water bore

holes ___ **10**. Repair of water bore holes ____ **11**. Maintenance of Electric Transformers ____ **12**. Welfare for the needy ___ **13.** Tree planting ___ **14.** Extramural class ___ **15.** Maintenance of hospitals/clinics ___ **16.** Others specify _____

6. **Please, state activities you have carried out with these Associations in the last ten (10) years.**

	Activity (GPS Readings)	In use	Not in use	On-going
1				
2				
3				
4				
5				
6				
7				
8				

7. **What role do you play in these activities?**

1. Giving fatherly advice ___ **2.** Information dissemination ___ **3.** Help meet urban authorities ___ **4.** Others specify _____

8. **Between Government and these Associations, which one has done more activities in your ward/area? 1.** Government __ **2.** TheAssociations ____

9. **What are the problems you have observed with these Associations?**

1. Leaders are not straightforward __ **2.** No finance for community works ___ **3.** Too many projects to be done ___ **4.** Others specify _____

10. What advice can you give Government with regards to these associations?

1. Execute projects together with them ___ **2.** Assist them to execute more projects ___ **3.** Hand-over completed projects to them __ **4.** Include them in urban development programmes ___ **5.** Others specify _____

THANK YOU VERY MUCH

Appendix H

Checklist

1. The different Community Groups your agency have worked with;
   a. Names of the Community Groups
   b. The locations of the community groups
   c. Types of activities carried out with them
   d. Time and frequencies of the activities.

2. How the Community Groups were engaged in your works;
   a. How do you usually contact them?
      i. Calling meetings
      ii. Meet them at their places
      iii. They come to you while on the field.
   b. How do they usually contact your office?
   c. What aspect of your work is best handled together with them?
   d. Why is it so?
   e. What hindrances are the Community Groups facing?

3. What documents, State or National policies are guiding your activities with these community groups?
   a. Are these documents available for referencing?

THANK YOU.

Appendix I

List of the Sampled CBOs in Minna

SN	Name	Address/Contact No.	Registered with	Main activity	Membership size	Year formed
1	A Daidaita Sahu Association	Chanchaga	State & LGA	Youth & Community Development	80	2011
2	Abdulsalam Garage Women CMPS	Abdulsalam Garage				
3	Achajebwa Cattle Farmers CMPS Ltd	Dutsen Kura Gwari	LGA	Farming & Community Development	10	2009
4	Advocay youth action network	behind old intercity bank, Mobil area	LGA	Community Development	30	2006
5	African Youth Empowerment for Agriculture and Industrial Initiative Development (AYEAID)	Bosso Low-cost	CAC	Trade & Community Development	42	2011
6	Agbagyi Gbadagun Farm Coop Soc	Maitumbi, Sec. Ahmed Isah 08066008823	LGA	Farming & Community Development	10	2008
7	Agbakoitabyi Yam, Cassava CMPS	Chanchaga				
8	Aguata welfare Asst	Kuta road 08035870455, 08038135441	LGA	Tribal & Community Development	132	2009
9	Akubwa Gaje shatta women farmers	Shatta - Bosso				
10	Alheri Mata Social Club	Kpakungu, Minna	State	Gender Group activities & Community Development	63	2011
11	Amalgamated Commercial Motorcycle Owners and Riders Association of Nigeria (ACOMORAN)	Tudun Fulani, Bosso	State & LGA	Trade & Community Development	500	
12	Amulafiya Youth farmers CMPS	Pyata - Bosso				
13	Anguwar Biri Youth Development Association	Anguwar Biri, Bosso	State	Youth & Community Development	76	2008
14	Anguwar Gabas Youth Development Association	Tungan Goro	LGA	Youth & Community Development	105	2011
15	Annisal Asst Coop Society	Tudun Wada	LGA	Community Development	35	2007
16	Arab Bank Area Youth Development Association	Limawa	LGA	Community Development		
17	Argungu Emirate Settlers Association	Minna central	LGA	Tribal & Community Development		2009
18	Association of Commercial Motorcycle Owners and Riders of Nigeria (ACOMORAN)	Sabon Gari, Minna	CAC	Trade & Community Development	4000	1999
19	Association of labourers, loaders, off-loaders and potters of Nigeria	behind admin block, central market, Minna 08074521411, 07060857889, 08026804695	LGA	Trade & Community Development	11	2007
20	Ayejebwo Farmers CMPS	Maikunkele				
21	Ayenaje Devt Asst	Maitumbi	LGA	Community Development	31	2008
22	Bahago Prog CMPS	ABSS Bosso Road, Pres. Moh'd M K 08032849456 & 08055691599	LGA	Community Development	69	2008

SN	Name	Address/Contact No.	Registered with	Main activity	Membership size	Year formed
23	Baptis Church Members Association	Maikunkele	LGA	Religiuos & community development	30	2002
24	Barikin Sale Youth Development Association	Barikin Sale	Not Registered	Community Development	100	1990
25	Bomode oku soc club	Maitumbi	LGA	Tribal & Community Development	17	2010
26	Bosso Estate Development Association	Bosso Estate	State	Community Development	313	2000
27	Bosso Estate Youth Development Association	Bosso Estate	State & LGA	Youth & Community Development	104	1997
28	Bosso furniture CMPS	Randan ruwa - Bosso				
29	Bosso Local Govt youth association	Bosso	Not Registered			
30	Bosso Lowcost Youth Development	Bosso Lowcost	State	Community Development	183	1992
31	Bosso Tractor hiring CMPS	Kunyi - Bosso				
32	Bosso Youth Association	Bosso	LGA	Community Development		
33	Bosso Youths Polital Forum	Bosso	LGA	Community Development	14	2000
34	Chanchaga Younger Youth Association	Chanchaga	State & LGA	Community Development	64	2002
35	Community Youth Asst	Anguwar Daji, Nassarawa C Ward	LGA	Community Development	62	2010
36	Cooperative tailors association, Chanchaga LG Branch	Chanchaga, minna	LGA	Trade & Community Development		2011
37	Dagbalo women farmers CMPS	Maikunkele				
38	Dakpaba boys association	sabon gari, minna	LGA	Tribal & Community Development	20	2011
39	Darusalam Progressive Youth Association	Kpakungu, minna	LGA	Community Development	40	2010
40	Durumi Youth Development Association	Dutsen Kura Gwari	State	Youth & Community Development	40	2000
41	Egwafin Development Association	Behind Tagwai bread factory, Kpakungu	LGA	Community Development	20	2010
42	Ekiti Progressive Union, Minna	Ketern Gwari	LGA	Tribal & Community Development	28	2010
43	Elders forum	Tudun Wada	Not Registered	Social welfare & Community Development		
44	Emigun Development Association	Kpakungu	State	Tribal & Community Development		
45	Erin-Ile youth forum	c/o Dr Umar Faruk Bahago Pri Sch, Keteren Gwari	LGA	Tribal & Community Development	42	2010
46	Etigun Nupe	Tudun wada North	Not Registered	Tribal & Community Development	40	
47	Fadikpe Development Association	Fadikpe		Community Development		
48	Fadikpe Youth Association	Fadikpe	State	Community Development	200	2008
49	F-Layout/Tayi Matasa Development Association	Abattoir junction, opposite ERC	LGA	Community Development	78	2007
50	Gbadagun Women Association	Tungan Goro	State & LGA	Social welfare & Community Development	413	2010

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51	Gbagyi nyi youth association	Bosso	Not Registered	Tribal & Community Development	300	
52	Gode yinze CMPS	FUT Gate, Bosso		Gender Group, Community Development & Trade		
53	God's favour coop soc	David Mark Road, Maitumbi	LGA	Community Development	10	2010
54	Haske Youth Association	Bosso Central	LGA	Community Development		
55	Haske Youth Development Association	Bosso Town	State	Community Development	50	2009
56	Hausa-Fulani Association	Chanchaga	LGA	Tribal & Community Development		
57	Hayin Gwari Youth Devt Association	Bosso				
58	Igara prog Union	Soje B, Kpakungu 08058020893, 08028552334 & 08035917944	LGA	Tribal & Community Development	22	2007
59	Ikon Allah Youth Forum	Tudun wada North	Not Registered	Community Development	30	2008
60	Ilero youth asst	Maitumbi shako	LGA	Tribal & Community Development	21	2010
61	Inter-tribal Association of Chanchaga	Chanchaga	State & LGA	Tribal & Community Development	362	2000
62	Irrigation Farmers Association	Tungan Goro	LGA	Trade & Community Development		
63	Jen community development Association	Nassarawa B Ward	LGA	Community Development	28	2006
64	Jikpan Youth Development Association	Jikpan	LGA	Youth & Community Development	200	2001
65	Jukun Devt Asst	Opp Abdulsalam Garage 08036172971, 08035505744 & 08077208155	LGA	Tribal & Community Development	12	2008
66	Kafin Tella A Landloads/Tenants Association	Tudun wada North	State & LGA	Community Development	100	2003
67	Kafin Tella B Landloads/Tenants Association	Kafin Tella - Eastern Bye-pass	LGA	Trade & Community Development	100	2003
68	Kafin Tella Multipurpose Association	Tudun wada North	Not Registered	Youth & Community Development		2005
69	Kafin Tella Youth Multipurpose	Tudun wada North	State & LGA	Community Development	20	
70	Kala Kala Traders' Association	Tungan Goro	LGA	Community Development	210	1998
71	Kampala youth CMPS	Mai Zube Water, Maikunkele				
72	Kataeregi And Environment Development Assocaition, Minna Branch	Kpakungun	LGA	Tribal & Community Development		
73	Keteren Gwari Youth Devt Asst	Ketern Gwari		Community Development		
74	Kungiyar Mata ta Matan United Association Paida Minna	Paida Nasarawa A Ward', Minna	LGA	Women & Community Development		2011
75	Lawu Women CMPS	Bosso Central	LGA	Gender Group, Community Development & Trade	75	2002
76	Limawa Youth Progressive Movement	Limawa	Not Registered	Youth & Community Development	35	2007

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77	M. I. Wushishi Residents Association	Tunga	State	Community Development		2010
78	Madrasatul-Ulumil-Adden	Opp Kwasau Pri. Sch, Dutsen Kura, Minna	LGA	Educational & Community Development		2010
79	Maikunkele Youth Development Association (MYDA)	Maikunkele		Community Development	200	1986
80	Maitumbi Community Association	Maitumbi				1997
81	Maiwan Cooperative Association	Maikunkele	LGA	Social welfare, Trade & Community Development	100	1991
82	Market Traders Association of Chanchaga	Chanchaga	LGA	Trade & Community Development		
83	Matasa Chambers Asst	Anguwar Daji	LGA	Community Development	38	2008
84	Matasa coop soc	Nnamdi Azikiwe Road		Community Development		
85	Minna Central Youth Asst	NE139 Mu'azu Street	LGA	Community Development	91	2010
86	Minna Elders Forum	No. 78 Mosque road 08058305774, 08035549815, 08051333114	LGA	Community Development	260	2007
87	Morewa Rayuwa Coop Soc	Shiroro hotel road	LGA	Community Development	10	2010
88	Morris Youth Development Association	Morris Area	LGA	Social welfare & Community Development	16	2010
89	Mutunchi Cooperative	Bosso	LGA	Trade & Community Development	30	2007
90	Mutunchi Cooperative Association	Maikunkele				
91	Nafisma'u Foundation					2009
92	Nassarawa Ward United Youth Association	Anguwar Daji	LGA	Community Development		2010
93	Niger State Women Development Association	Behind Mr. Biggs, Tunga 08065715586, 0807875030	LGA	Community Development	105	2009
94	NSUBEB Mosque Renovation Committee	Old Secretariat complex	LGA	Religious & community development		2011
95	Nyikangbe youth Association	Nyikangbe Villa	LGA	Farming & Community Development	20	2008
96	Obi-Nwanne social club of Nigeria	Sabon Gari, Minna	LGA	Tribal & Community Development	35	2010
97	Ogbomosho Youth Association	Minna central	LGA	Tribal & Community Development	100	2001
98	One Voice Movement Association	Kaluwe, Maikunkele	LGA	Trade & Community Development	375	2005
99	OREDEGBE	Keteren Gwari	LGA	Tribal & Community Development	32	2007
100	Oredun Young Star Association	Kpakungu, Minna	LGA	Tribal & Community Development		2009
101	Oshogbo Progressive Union	P O Box 1107 08055200751, 08055510711, 08050313450	LGA	Tribal & Community Development	29	2010
102	Paida Youth Act of Hope	Paida Nasarawa 'A Ward', Minna	State	Youth & Community Development	44	2007

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103	Progressive Youth Club of Kpakungu	Kpakungu	State	Youth & Community Development	128	1996
104	Riyadul Islam Jumaat Mosque	Abbatoir rod tayi - Nassarawa C Ward	LGA	religiuos & community development	9	2010
105	Sa'asi Kaluko Women Multi-purpose Cooperative	Barikin sale	State	Social welfare & Community Development	38	2006
106	Samari Youth Association	New Market Area	LGA	Community Development	15	2010
107	Shako Youth Development Association	Gbadayi Villa, Maitumbi 08067763755	LGA	Community Development	14	2007
108	Shako Youth Forum	Maitumbi	LGA	Social welfare & Community Development	58	2011
109	Shango Imani CMPS	Shango - Chanchaga		Community Development		
110	Solidarity association, Barikin sale, Minna (SAB)	Barikin sale, Minna 08079707338, 080272555124, 08058303347, 07036011365	LGA	Community Development	40	2011
111	Taimako women CMPS	Shango - Chanchaga		Trade & Community Development		
112	Tudun Wada Youth Development Association	Tudun Wada	Not Registered	Community Development		2001
113	Ugu Farmers Association	Chanchaga, Minna	LGA	Farming & Community Development	10	2008
114	Unique Social Club of Kpakungu	Kpakungu		Community Development	18	2000
115	United Youth Congress of Nigeria	Bosso Central	State	Trade & Community Development	54	2012
116	Uphill Youth Association	Bosso	LGA	Community Development	20	2010
117	Virtuous Women Coop Association	B73 Tunga Low-Cost	LGA	Gender Group, Trade & Community Development	20	2009
118	Vision Limawa Investment Cooperation	Limawa	Not Registered	Community Development	45	2010
119	Way-forward Association	Tunga	LGA	Community Development	30	2010
120	Welders' association Bosso	Bosso	Not Registered	Tribal & Community Development		
121	Women millers progressive association	Kpakungu, Minna	LGA	Tribal & Community Development	12	2011
122	Women Multipurpose Association	Tudun Wada North	State & LGA	Gender Group, Trade & Community Development	30	
123	Ya'asanmu	Sauka Kahuta	LGA	Social welfare & Community Development	53	2011
124	Yan Banga (Vigilante group) Association	Anguwar Daji		Security & Community Development		
125	Yan Figen Kaji youth Association	Central Market	LGA	Trade & Community Development	32	2009
126	Yasihaj CMPS	Abdulsalam Quarters	LGA	Trade & Community Development	10	2010
127	Young Planners Association	Anguwar Daji, Nassarawa B Ward	LGA	Community Development	10	2008
128	Young Shall Grow Club	Maitumbi Primary School	LGA	Community Development	13	2008

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129	Youth Alliance for Democracy					2011
130	Youth Alliance of Chanchaga	Chanchaga	LGA	Youth & Community Development		
131	Youth Development Association	Limawa	Not Registered	Community Development	50	2011
132	Youth frontier congress	Tudun Wada	Not Registered	Youth & Community Development		
133	Youth Org. of Central Motor Park	Behind Central Market	LGA	Community Development	38	2010
134	Zaida Youth Association	Anguwar Daji		Community Development		
135	Zungo-Anu CMPS	Chanchaga		Community Development		