

ASSESSMENT OF THE IMPLEMENTATION OF SECOND NATIONAL
FADAMA DEVELOPMENT PROJECT IN KADUNA AND KATSINA
STATES

BY

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NIGERIA

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FLY LEAF

ASSESSMENT OF THE IMPLEMENTATION OF SECOND NATIONAL
FADAMA DEVELOPMENT PROJECT: A STUDY OF KATSINA AND
KADUNA STATES

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PhD/ADMIN/19647/2007-2008

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DEPARTMENT OF PUBLIC ADMINISTRATION,
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NIGERIA

MAY, 2015

DECLARATION

I declare that the work in this dissertation entitled “Assessment of the Implementation of Second National Fadama Development Project: A study of Katsina and Kaduna states, has been carried out by me in the Department of Public Administration. The information derived from the literature has been duly acknowledged in the text and a list of reference provided. No part of this dissertation was previously presented for another degree or diploma at this or any other Institution.

MUDI, Ibrahim Kurfi

Signature

Date

DEDICATION

This research work is dedicated to the memories of Sheikh Mahmud Ja'afar Adam, who was killed in the morning of Friday, the 13th of April, 2007 during Subh (Morning) Prayer. May his soul, rest in perfect peace amin.

CERTIFICATION

This dissertation entitled ASSESSMENT OF THE IMPLEMENTATION OF SECOND NATIONAL FADAMA DEVELOPMENT PROJECT: A STUDY OF KATSINA AND KADUNA STATES by IBRAHIM KURFI MUDI meets the regulations governing the award of the degree of Doctor of Philosophy (PhD) of the Ahmadu Bello University, and is approved for its contribution to knowledge and literary presentation.

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ABSTRACT

This study attempts to examine Second National Fadama Project implementation through the Community-Driven Development strategy in Kaduna and Katsina states with the aim of finding out whether the project implementation has achieved its objectives of poverty reduction among the participating communities or not. Three hypotheses were formulated to ascertain the claim on the relationship between Community-Driven Development and success of the project as implemented, which include: That there is no relationship between the Community-Driven Development strategy and successful implementation of Fadama II project; That there is no relationship between participation and conflict resolution among the Fadama User Groups in the implementation of Fadama II project; That there is no relationship between provision of infrastructure and successful implantation of Fadama II project. The dissertation made use of both primary data in form of questionnaire, interview and observation, and secondary data in form of Books, Journals, unpublished materials and internet facilities. The dissertation made use of statistical analysis instruments in the presentation of the data, i.e. it made use of both descriptive and inferential statistical tools. The former refers to the statistical methods which are used to describe and summarise data. The latter are those statistical tools that are used in situations where a sample was drawn from the population and the findings from the sample can be generalised to the population. The descriptive analysis in this research was by way of an SPSS output. The findings showed that there is relationship between Community-Driven Development and effective implementation of the project. It was also found that there was late and inadequate supply of fertilizer to the beneficiaries. It was also found that there was the problem of political interference in the selection of the group members of the associations' because of the benefits of the projects. It was found out that the project did not provide for access to financial facilities that will assist the beneficiaries to boost their assets acquisition capacity. The research recommends that to enhance the success of future projects, the government should no longer interfere with activities of such projects, especially formation and membership of the associations. There should also be early distribution of fertilizer to the beneficiaries in order for them to apply the commodity at the right time and that future projects should provide for financial loan facilities to the beneficiaries in order to boost their assets acquisition capacity.

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ABBREVIATIONS

ADB	African Development Bank
ADF	Asian Development Fund
ADP	Agricultural Development Project
ADPEC	Agricultural Development Project Executive Committee
BLF	Better Life Programme
CB	Community Bank
CBARDP	Community Based and Agricultural Development Project
CDP	Community Development Plan
CDD	Community-Driven Development
CSDP	Community and Social Development Project
CT	Central Tendency
DCA	Development Credit Agreement
DFID	Department for International Development
DLA	Development Loan Agreement
FADPEC	Federal Agricultural Development Project Executive Committee
FEAP	Family Economic Advancement Programme
FMARD	Federal Ministry of Agriculture and Rural Development
FME	Federal Ministry of Environment
FMWR	Federal Ministry of Water Resources
FPSU	Fadama Project Support Unit
FSP	Family Support Programme
FUGs	Fadama User Groups

GBF	Go Back to Farm
GEF	Global Environmental Facility
GR	Green Revolution
IDA	International Development Agency
IFAD	International Fund for Agricultural Development
LEEMP	Local Empowerment and Environmental Management Project
LFDC	Local Fadama Development Committee
LFDO	Local Fadama Development Office
LFDT	Local Fadama Development Team
MDGs	Millennium Development Goals
MIS	Management Information System
NFP	National Fadama Project
NFDP	National Fadama Development Project
NFDO	National Fadama Development Office
NFTC	National Fadama Technical Committee
NDE	National Directorate of Employment
OFN	Operation Feed the Nation
PBN	Peoples Bank of Nigeria
PCU	Project Coordinating Unit
SFDT	State Fadama Development Team
SMANR	State Ministry of Agriculture and Natural Resources
UNDP	United Nations Development Programme
UNICEF	United Nations International Children Education Fund

USAID United States Agency for International Development

WB World Bank

CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

Nigeria is a nation endowed with abundant human and natural resources, with large reserves of solid minerals, such as coal, lignite, tin, bitumen, topaz, kaolin, marble, iron, etc. These vast resources have the capacity to form a solid base for the development of the country. In terms of resource endowment, Nigeria is rich not only in human but also in natural resources, including sizeable reserves in crude petroleum and gas that are expected to last for decades, (IPRS: 2001). Despite these abundant natural resources poverty is wide spread in the country. The situation has worsened since late 1990s to the extent that the nation has been considered one of the 20 poorest countries in the world (World Bank: 1991).

With a population of over 140 million people, over 70 per cent are classified as poor, with 35 per cent living in absolute poverty (World Bank: 1991). The menace of poverty is more severe in the rural areas where social services and infrastructure are limited or nonexistent. Majority of those who live in the rural areas are poor and depend on subsistent agriculture for food and income.

According to World Bank, (1993:34) Nigeria emerged from colonial status as a poor country, and her condition is weakened by poverty, disease, hunger and ignorance. And according to Mailafia, (2008) the Nigerian economy, until recently has been characterized by the paradox of growth without poverty

reduction and the trickle-down effect of growth on the poor, slow response of government to the endemic and persistent problem of poverty and poor governance. Thus, this characterization of the economy requires articulation and designed programmes that are truly poverty reducing.

Poverty reduction has since become the major concern of international funding agencies, such as the African Development Bank herein referred to as (ADB), the United Nations Development Programmes herein referred to as (UNDP), the Department For International Development herein referred to as (DFID), the International Fund for Agricultural Development herein referred to as (IFAD), the World Bank (WB), the United Nations Children Education Fund herein referred to as (UNICEF), United States Agency for International Development herein referred to as (USAID) etc. All these agencies spend their money, time and other resources to assist in ensuring that poverty is done away with, especially in the developing countries.

Nigeria also has joined the race by initiating and implementing different policies and programmes in order to improve the living conditions and the socio-economic status of the citizens, especially the rural poor. According to Kayode (2005) these programmes among others, include; The operation Feed the Nation (OFN) of 1978, The Green Revolution (GR) of 1980, The Go Back to Farm (GBF) of 1984, The Directorate for Food, Roads and Rural infrastructure (DFRRI) of 1986, The National Directorate of Employment (NDE) of 1986, The Peoples Bank of Nigeria (PBN) of 1992, The Community Banks (CB) of 1992, The Better Life Programme (BLP) of 1992, Family Support Programme (FSP), Family Economic Advancement Programme (FEAP), and of

recent Local Empowerment and Environmental Management Project (LEEMP) which now metamorphosed into Community and Social Development Project (CSDP), and the National Fadama Project (NFP). These programmes were introduced by government in order to reduce the poverty level of the rural communities through agricultural programmes, which is the main occupation of the rural populace in the country. There is no doubt that the rural communities of Nigeria are blessed with abundant natural resources, and in a bid to harness them government has opened up these areas through a number of projects aimed at developing as well as transforming the economic and the social life of the rural people (World Bank:2006).

However, most of these programmes could not achieve their objectives of reducing rural poverty largely because they were over ambitiously designed in scope by the government; there was corruption in their operations; there was inadequacy in the funding of the projects; there was no effective planning; and more specifically, the people at local government levels were not given the opportunity to participate and own the projects at completion, and there was the general lack of skill acquisition by the participants, (Aliyu, 1999:6). While according to (Obadan, 2010:8), a number of factors have contributed to the failure of past poverty reduction related programmes and efforts. Some of these factors include;

- i. lack of targeting mechanism for the poor and the fact that most of the programmes do not focus directly on the poor;
- ii. political and policy instability which resulted in frequent policy changes and inconsistent implementation which in turn have prevented continuous progress;

- iii. inadequate coordination of programmes which led each institution to carrying out its own activities which resulted in duplication of effort and inefficient use of limited resources. Overlapping functions ultimately led to institutional rivalry and conflicts;
- iv. severe budgetary, management and governance problems which affected most of the programmes, resulting in facilities not being completed, broken down and abandoned;
- v. lack of accountability and transparency thereby making the programmes to serve as conduit pipes for draining national resources;
- vi. inappropriate programme design reflecting lack of involvement of beneficiaries in the formulation and implementation of programmes. Consequently, beneficiaries were not motivated to identify themselves sufficiently with the successful implementation of the programmes; and
- vii. absence of effective collaboration and complementation among the three tiers of government.

The National Fadama development project (NFDP) was initiated in 1993 and was meant to ensure all year round production of crops in all the states of the federation through the exploitation of shallow aquifers and surface water potentials in each state using tube well, wash bore and petrol – driven pumps technology, (World Bank: 1992). It was also designed to promote simple low-cost improved irrigation technology under the World Bank financing.

However, according to Chikwendu et al; (2007:17); Fadama I project failed to achieve its set objectives due to the following reasons;

- i. Although the project helped producers increase outputs, not all of them were able to store, preserve and market surpluses. This made them sell at either low prices or not at all.
- ii. It failed to adequately consider the needs of other users of Fadama resources other than sedentary farmers. This resulted in conflicts between them and pastoralists, who found their traditional routes to water and pasture blocked.
- iii. It narrowly focused on crop production, neglecting opportunities to add value through processing and other activities.
- iv. It failed to fully recognize and enhance the contributions of women to the rural economy.
- v. It promoted agriculture without paying adequate attention to sound management of natural resources.
- vi. It was operated using top-down approach. The beneficiaries were not involved from inception, planning and monitoring of the project.

The problems were noticed during the implementation of Fadama I project; alongside with the government's new agricultural strategy led to the adoption of National Fadama II project. The project incorporated a shift in implementation strategy, from public sector domination which was applied during the Fadama I, to a Community-Driven Development (CDD) approach. Under this new approach, the production,

processing, marketing, financial and advisory services to project clients' was private sector led (Oruonye: 2011:7).

The project was set to reduce rural poverty by way of increasing the incomes of Fadama Resource Users by directly delivering resources to them i.e. (the beneficiary rural communities), efficiently and effectively; empowering them to collectively decide on how resources are allocated and managed for their livelihood activities and to participate in the design and execution of their sub-project (PIM: 2009:45). In its own contribution, (kwarafadama.org: 2010) says "the project was a departure from the old concept of top-to-bottom implementation approach to a more proactive bottom-up approach; the Community Driven Development, an approach which puts the beneficiary communities and stakeholders in the driver's seat only to show them the way and how to implement the project". This new approach provides that; projects are identified and implemented by communities based on their peculiar needs and demands while the Fadama project coordination offices merely serve as facilitators.

1.2 Statement of the Problem

Nigeria has the largest market for goods and services in Africa, in addition to vast and fertile agricultural land. Likewise it produces and exports crude oil, in fact the sixth in the world, in addition to the naturally endowed gas and solid mineral resources, but with majority of the population in poverty according to Interim Poverty Reduction Strategy (IPRS) (2001: 21). Previous attempts by various governments in initiating agricultural policies which aimed at achieving food security and development have failed due to mainly inadequate funding, lack of effective coordination, control, monitoring and

in some cases lack of commitment in implementing the agreement procedures in the programmes and the strategy adopted to the implementation.

Many agricultural experts, researchers and Donor International Agencies have seriously questioned the public sector approach to the funding and implementation of agricultural projects in Nigeria. These agencies argue that the approach has been mainly responsible for the failures and wastages in the agricultural sector and served as a blockade to serving as a means to poverty alleviation to the rural populace. But the new strategy which is participative and cost sharing strategy which is aimed at ensuring that a demand driven agricultural technology transfer and services to bring about desirable changes especially in developing countries like Nigeria.

That was why successive governments in Nigeria went into search for an effective poverty alleviation programme in order to ensure that the rural populace is brought into a meaningful source of income in the area which they specialize most; which is the farming. This led the government to come up with such policies as Operation Feed the Nation, Green Revolution, Agricultural Development Projects and a host of others. In these programmes, agricultural loans and grants at low and some time at interest free rates were given to the beneficiaries.

To achieve the above objectives, the government has turned attention on investment in infrastructure, reforming agricultural and rural research and advisory services, enhancing access to rural financial services; and improving mechanisms to avoid and resolve conflict among Fadama Resources Users (www.fadama.net: 2005). The National Fadama II Project involved the restructuring of the project's implementation

agencies at all levels of governance, ensuring an effective coordination, monitoring, as well as involving the stake holders in the project's formulation process to implementation through a new strategy called the Community-Driven Development (CDD) an element of participation theory. Despite all these efforts of the government, the rural people in Nigeria are still poor.

Considering the efforts made by governments in the past and the new strategy adopted for the implementation of Second National Fadama Project; this study is concerned in understanding whether the implementation strategy proved effective and has it achieved its objectives of investment in infrastructure, reforming agricultural and advisory services, enhancing access to rural financial services, poverty reduction, sustainable increase in agricultural production and conflict reduction among Fadama Resource Users in the two states or not. The problem raised the following research questions.

1.3 Research Questions

In order to address the statement of problem above, the following research questions were asked:

- i. How effective was the Community-Driven Development (CDD) strategy in the implementation of the Second National Fadama Development Project?
- ii. How is group participation effective in reducing conflict among the Fadama Resource User Groups?
- iii. What is the effect of the provision of infrastructure on successful implementation of Fadama II project?

1.4 Objectives of the Study

The main objective of the study is to assess the implementation of the National Fadama II Project in Kaduna and Katsina states as a measure to reducing rural poverty, sustainably increasing the agricultural production and reducing conflict among the Fadama Resource Users in Nigeria through CDD approach. The specific objectives of the study are;

- i. To assess the effectiveness of the Community-Driven Development Strategy in the implementation of the Second National Fadama Development Project.
- ii. To determine the effectiveness of group participation in reducing conflict among the Fadama Resource User Groups.
- iii. To assess the effect of the provision of infrastructure on successful implementation of Fadama II project.

1.5 Hypotheses

The following hypotheses are tested:

- i. That there is no relationship between the Community-Driven Development strategy and successful implementation of Fadama II project.
- ii. That there is no relationship between participation and conflict resolution among the Fadama User Groups in the implementation of Fadama II project.
- iii. That there is no relationship between provision of infrastructure and successful implantation of Fadama II project.

1.6 Significance of the study

From the empirical studies reviewed by Lawrence Haddad (2001) on participation and poverty reduction; Adegbite et al (2008) on the impact of National Fadama II project on small scale farmers in Ogun state; Adeolu and Taiwo (2004) on the impact of National Fadama facility in alleviating poverty and enhancing agricultural development in south-western Nigeria; to Kudi et al (2008) on analysis of the impact of National Fadama II project in alleviating poverty among farmers in Giwa local government of Kaduna state, and Oruonye (2011) on reducing poverty and developing likelihood opportunity through irrigation farming in Taraba state, this study uniquely assessed the effectiveness of the Community Demand-Driven (CDD) strategy in the implementation of Fadama II project in their study areas.

The study is intended to make the Fadama project beneficiaries aware on how to maximize the benefits of the project through the new agricultural technologies which have been incorporated in the programme for the objective of reducing poverty level of the communities who are mostly rural farmers.

Furthermore, the study is distinctive because there is no comparative research carried out on the World Bank and African Development Bank Fadama II supports towards the successful implementation of the project. Thirdly, the study will be of importance to governments at Federal, State and Local levels while formulating policies on agriculture, poverty and other rural development programmes.

1.7 Scope and Limitations of the Study

The scope of this research is the implementation strategy of the Second National Fadama Development Project (NFDP) II, financed by World Bank (WB) and African

Development Bank (ADB) within the period 2005 – 2013. The research covered Kaduna and Katsina states with specific emphasis on some selected local governments in the two states. The local governments covered by the study were Giwa and Soba from Kaduna state, while Kankara and Mani were from Katsina state. Some Fadama Community Association (FCAs) were also selected from these two states.

Although the study sought to assess the implementation of National Fadama II projects in Kaduna and Katsina States, the central focus was based on Community Driven Development (CDD) approach. However, Kaduna and Katsina states were selected because they were among the states that have implemented the project with support from the two different financing bodies. The local governments were selected based on their development status and strategic positions in the implementation of the Second National Fadama Development Project. This was done by selecting one rural and one semi urban in order to examine how they were able to achieve the objectives of Fadama II project implementation.

However, researches of this nature are bound to have several limitations. But, specifically, the limitations encountered during the collection of the data and the entire processes of conducting this study include the following:

- i. There was the problem of sourcing of the secondary data from official documents which are referred to as ‘classified documents’. The officers responsible for the release of the documents were difficult to reach because of the bureaucratic bottlenecks. In addition, some documents relating to the financial dealings of the

programme that were considered vital for the study were not readily available to the researcher.

- ii. Likewise, because the project which is now almost a decade old, some of the records especially at the Local Fadama Development Offices (LFDO) are difficult to trace by the officers because of the poor record keeping by the officers concerned.
- iii. Related to the lack of record keeping by the (LFDO) is the problem of getting in touch with the members of the Fadama Resources User Groups, who were mostly based in the rural areas and scattered which are hard to reach. Likewise, most of the assets acquired by the User Groups were not in use because of poor maintenance or handling during the observation exercise of the infrastructure provided by the project.

But notwithstanding, the researcher was able to get the data required and information to put this research work together.

1.8 Definition of Key Terms:

1.8.1 Coordination;

Organizations are entities made up of sub-units, departments and individuals all working towards a common goal. If, therefore, each group is left on its own without referral to others, then there is possibility of duplication of efforts, time wastage, and inefficient use of resources, which may lead to conflict among members. To avoid such a conflict, therefore, there is the need for coordination which is aimed at bringing

integration; harmonization and synchronization of efforts, effective timing of activities in order to improve the quality and efficiency of work.

Coordination is defined by Tibamwenda (2010:194) as the orderly arrangement of group efforts to provide unity of action and facilitate timely communication and feedback among workers in an appropriate and synchronized order in pursuit of a common objective.

For this purpose therefore, coordination refers to ensuring that activities among various groups are operating together within the National, states, local governments, and down to the communities are coordinated so that each and every member gives his own contribution and support by performing his own function at his own level.

1.8.2 Organizational Structure;

This is a formal decision making framework by which job tasks are divided, grouped and coordinated. Organizational structure enables a manager to plan, direct, organize and control the activities of an organization in addition to placing staff in their right position. According to (Tibamwenda: 2010:199), organizational structure is the design of activities and tasks into jobs to be performed by employees, combining related jobs into departments, sections and units, which are hierarchically arranged; implementing the set strategy and plans in order to achieve organizational goals in a manner conducive for the achievement of organizational goals efficiently.

Organizational structure here refers to the way implementation agencies are designed such as to allow systematic flow of activities, right from the top level of the ladder to the bottom. In this case, the structure starts from the Federal Ministry of Agriculture and Rural development to National Fadama Coordination Unit, to State Coordination offices, to Local Fadama Development Office, then to Fadama Cooperative Associations, and the Fadama Resource User Groups. Schedules and designs are done at these levels in order to allow smooth flow of activities (supply of financial and material resources) towards achieving the objectives of the project.

1.8.3 Poverty

Poverty refers to condition of ‘lack of’ or ‘inadequate’ means for an individual to cater for himself for lack of basic needs of life, such as food, health, education, clothing, shelter and other necessities of life. Major symptoms of poverty include the following; unemployment, low level of income, high mortality rate, high rate of crimes, lack of clean and safe drinking water and lack of adequate health care facilities.

1.8.4 Poverty Reduction

Poverty reduction means ‘decrease’ in the level of ‘lack’ of or ‘want’ of basic necessities of life of an individual or community. Poverty reduction is ensured by government through policies or programmes which are geared towards that direction. For instance the provision of basic infrastructure, such as roads, agro-processing instruments, and storage facilities, which if effectively utilized can lead to increase of the individual income and by so doing, reducing the level of need or want of basic necessities of life;

such as employment and by that increase in income opportunity, provision of clean and safe drinking water, adequate health care facilities, etc.

1.8.5 Decentralization;

Decentralization refers to dispersing more of the job related activities, power, resources and activities through delegation to lower levels of management in organization. According to Tibamwenda, (2010:205), decentralization means the dispersal of jobs related activities, power, authority and responsibilities to organizational branches that are geographically dispersed while leaving less of them to the organization's Headquarters' at the center.

Decentralization is therefore very vital in this study because it is an element of the implementation strategy, the CDD in which all members of the associations are supposed to be involved in the implementation process. Therefore, the decentralization can only be effective if the Community Associations and Groups are involved in the implementation process of the project, which is against the top-down process, in which the associations only hear about the project to be implemented from the top.

1.8.6 Control;

Control is the process of ensuring that an activity happens the way it is planned to ensure that objectives of the organization are achieved. According to Tibamwenda (2010:135) control is the systematic effort made by management to compare actual performance with pre-determined standards, plans and objectives in order to weigh,

whether actual performance is in accordance with planned standard or not, whether there is need for remedies or maintain standard.

Control in our case is in two ways one, human behavior and financial control. Human behavior control seeks to ensure effective control of subordinate's performance behavior through leadership, supervision and motivation of staff. This is because; the subordinates are expected to follow the designed plans, policies and procedures in their performance. And financial control ensures that all funds are spent for the purposes which they are meant for as stipulated in the fiduciary process of the project. Without strict compliance to control of activities, there may be failure, especially as it relates to human behavior which is unstable.

1.8.7 Monitoring;

Monitoring refers to checks on something at regular intervals in order to find out how it is progressing. It is also defined as watching the conduct of a programme for proper operation, especially to ensure that good order or proper conduct is maintained. In this regards, therefore, monitoring refers to ensuring that the conduct or implementation of the Fadama project is carried out according to the rules and regulations as specified in the project implementation manual. If this is only done and that all structures responsible for the monitoring are put in place, then the objectives of the project can be achieved.

1.8.8 Participation; Participation theory is a process which provides private individuals an opportunity to influence public decisions and has long been a component of the policy implementation and democratic decision-making process. The roots of citizen participation according to (Cogan & Sharpe, 1986 p. 283) can be traced back to ancient

Greece and Colonial New England. Before the 1960s, governmental processes and procedures were designed to facilitate "external" participation. Citizen participation was institutionalized in the mid-1960s with President Lyndon Johnson's Great Society programs.

Another definition of public or community participation is that adopted by Stoker (1997) for 'political participation': as members of the public 'taking part in any of the processes of formulation, passage and implementation of public policies'. This is a wide-ranging definition, which extends the emphasis of public participation beyond the development of policy, to decision-making and implementation.

Participation can therefore be described as a total commitment of both the initiator and the beneficiaries of a programme through the involvement of participating agencies and the recipients using multi-sectoral approach in which the people take part in the decision making. It is the involvement of the beneficiaries in a development programme or project right from the decision making, planning, implementation, execution up to the operation of the project.

1.8.9 Conflict Resolution;

Wherever two or more people come together there bound to a conflict among them because of one reason or the other which touches on the interest of one another. Conflict

is derived from a Latin word ‘confligere’ which means “to strike together”. In technical terms, the word could be defined as opposition among social entities directed against one another. According to Olowo (2001), conflict is the state of opposition or hostility between two or more persons. In this context, conflict is the misunderstandings that ensue among the farmers, herdsman, fishermen and other economic interest groups in our society.

The term conflict resolution is described as dispute resolution or alternative dispute resolution. Other methods adopted for conflict resolution includes negotiation, mediation, and diplomacy. Sometimes arbitration, litigation, and formal complaint processes such as ombudsman processes are also referred as conflict resolution.

According to Olowo (2001) Conflict resolution means a process of resolving dispute or disagreement. It mainly aims at reconciling opposing arguments in a manner that promotes and protects the human rights of all parties concerned. Conflict resolution on the other hand is the process of averting the misunderstanding that is likely to happen among the Fadama interest groups in the process of using the resources provided by the project. Conflict resolution is therefore designed to provide Fadama Users with a neutral, safe environment where they can express their views. There are ways that are followed to resolve conflict among the parties, among which include;

- i. Negotiation, a condition where the persons concerned sit down together and work out a resolution;

- ii. Mediation, this is where a third party assists individuals in finding out a solution to their misunderstanding;
- iii. Arbitration, this also involves a third party especially where negotiations and mediations fail to work.
- iv. Withdrawing the case, in which either one or both sides withdraws from the disagreement process or the conflict.

1.8.10 Infrastructure;

Infrastructure means basic structure of an organization, system, etc. the stock of fixed capital equipment in a country, including factories, roads, schools, etc are considered as determinants of economic growth, English dictionary (2012). According to Encyclopedia Wikipedia online, infrastructure is the underlying base or foundation especially for an organization or system. The basic facilities, services, and installations needed for the functioning of a country or society, such as transportation, and communication systems, water and power lines and public institutions including schools and offices.

In this context, infrastructure refers to those equipments that are provided and are necessary for the achievement of the Fadama project objectives as it affects the Fadama Resource Users. The infrastructure here include things like roads, culverts, fertilizer power supply, fridges, deepfreezes, grinding machines, water pumps etc, which will improve the economic status of the Fadama Resource User Groups.

1.9 Plan of the Study:

The research work is divided into six chapters as required by the guidelines of the School of Postgraduate of the university. Chapter one provided the background to the study, statement of the problem, research questions, and objectives of the study, hypotheses, scope of the study, significance of the study and the definition of key terms.

Chapter two discussed and reviewed related literature on the subject matter of Fadama II implementation by the two international financing bodies of the World Bank and the African Development Bank. Likewise, related poverty alleviation programmes were looked into by the study. The chapter also discussed the theoretical framework used in the study in which participation theory was used.

Chapter three discussed the methodology used in the conduct of the research, in which type, location and respondents of the research was discussed. The chapter also discussed the sampling techniques applied, sources and method of data generation and method of data presentation and analysis.

Chapter four discussed an appraisal of the Second National Fadama Project in Nigeria. The chapter discussed the implementation arrangements and organizational structure of the project at both Federal and States levels, with emphasis on the two separate projects by the financing agencies.

The fifth chapter contains the presentation of data and analysis, socio-economic profile of the respondents, interview conducted, and test of the hypotheses and major findings of the project. And finally, chapter six discussed the summary, conclusion, recommendations and suggestion for further research in the field.

CHAPTER TWO

LITERATURE REVIEW AND THEORETICAL FRAMEWORK

2.1 Introduction

There has been a lot of discussions among the academics and the social scientists during the seventies on the issue of policy implementation, among them are Pressman and Wildavsky (1973), Mazmanian and Sabatier (1983). It is on this basis that this research work attempts to discuss and explain the theory and concept of policy implementation and their relevance on the basis of prevailing literature in the field.

2.2 Literature Review

Implementation according to Mazmanian (1983) is a deliberate and sequential set of activities directed toward putting a policy into effect, making it occur. Implementation can as well mean to achieve, effect, discharge, set in motion, establish, accomplish, finish, realize, actualize, a given activity which is designed. Policy implementation consists of organized activities by government which is directed toward the achievement of goals and objectives as articulated in authorized policy statement.

Implementation literally means carrying out, accomplishing, fulfilling, producing or completing a given task. The term implementation as defined by its founding fathers, Pressman and Wildavsky (1973) is related to policy. To them, policy implementation is viewed as a process of interaction between the setting of goals and the actions geared towards achieving them (goals). Policy implementation includes those actions by public and private individuals or group that are directed at the achievement of objectives set forth in policy decision.

Policy implementation according to Mazmanian and Sabatier (1983) is the carrying out of a basic policy decisions, usually incorporated in a statute, but which can also take the form of important executive orders or court decisions. Policies normally come from the centrally located actors in governance, such as politicians, top level bureaucrats and others who are seen as most relevant to producing the desired effects for the betterment of the citizens. Implementation is the phase between a decision and its operations. It seeks to determine whether an organization is able to carry out and achieve its stated objectives. To Sapru (2006:166), implementation involves developing and pursuing a strategy of organization and management to ensure that the policy process is completed with the minimum delays, cost and problems. Implementation of a policy or project requires a strategy through which the action plan of the project will be carried out for the realization of result. It is in this line that Van meter and Van Horn: (1975) said: “Policy implementation involves the creation of a policy delivery system in which specific mechanisms are designed and pursued in the hope of reaching particular ends.”

The definition offered by Pressman and Wildavsky (1973) above has given some assumptions about the concept of implementation of government policies, which include:

- i. implementation embodied logical steps from intention to action.
- ii. relationship between policy making and programmes which form an input to the implementation of the policy; and
- iii. a process of putting policy into action, a process concerned with coordinating and managing the various elements required to achieve the desired ends.

From the foregoing therefore, implementation can be described as a process, or input and outcome. It is a process of series of decisions and actions directed towards putting prior authoritative decisions into effect.

2.2.1 Evolution of Implementation Theories

Research in implementation literature has evolved over the last three decades according to Sabatier and Mazmanian (1983), in which three generations evolved. The first generation was from early 1970s and is referred to as the classical generation, which assumed that implementation would happen automatically, once the appropriate policies had been authoritatively proclaimed. The second generation which evolved in the 1980s set out to challenge the classical assumption and explain implementation failure in specific areas, and to demonstrate that implementation was a political process more than a policy formulation. And the third generation was from 1990s, and is referred to as analytical generation, which has been less concerned with specific implementation failure and has to do more with understanding how implementation works in general and how prospects might be improved. (Brynard: 2005).

The first generation (classical) or a cog in the administrative machine that in which Brynard (2005:7) describe administration as:

Being scientific, rational, predictable, and ultimately, machine like. This suggests that the classical model of policy administration was based on three concepts, which helped make the machine, the metaphor, and model for the study of administration, and helped foster the view that implementation was but an automatic cog within the rationalized administrative machine.

It was towards the end of this generation that implementation process began to show certain factors that facilitated or constrained the implementation of public policies.

Factors such as institutional size, intra organizational relationships, commitment, capacity and institutional complexities mould responses to policy, McLaughlin, (1987).

The second generation of implementation theory was characterized as complex and nothing works, Brynard (2005). The limitation of the classical theory gave birth to the second generation implementation theory. The first generation theorists were faulted for underestimating the complexity of implementation process in which the second generation set out to record the magnitude of this complexity through detailed empirical studies.

The second generation implementation taught researchers the implementation of time periods: i.e. at what point in history implementation began and over what period of time did it end? According to Sabatier, (1986); Sabatier and Mazmanian, (1983), implementation occurred ‘after the adoption of a policy and before the routinization of operations, activities and tasks that are governed by the policy. But, implementation is not as easy as people thought it to be. Thus according to Helen, (1992:211),

People now appear to think that implementation should be easy; they are, therefore, upset when expected events do not occur or turn out badly. We would consider our efforts a success if more people began with the understanding that implementation under the best of circumstances is exceedingly difficult. They would, therefore, be pleasantly surprised when a few good things really happen.

The difficulty of the implementation process at this generation was further highlighted by Brynard, (2005:7) that; it is hard enough to design public policies and programmes that look good on paper. It is harder still to formulate them in words and slogans that resonate pleasingly in the ears of political leaders and the constituency to

which they are responsible. And it is excruciatingly hard to implement them in a way that pleases anyone at all, including the supposed beneficiaries or clients.

The third generation is characterized or labeled as the single authority, or top-down approach to implementation era. This approach assumes that policy goals can be specified by policy makers and that implementation can be carried out successfully by setting up certain mechanisms. In comparison to top-down approach to implementation is the bottom-up or community-involvement/driven approach. This approach takes along the beneficiaries of the project right from its initiation to implementation.

The third generation of the implementation theory is characterized as the era for search of a fully fledged implementation theory. The third generation implementation theory was initiated by Goggin (1986), which was basically meant to test theories on the basis of comparative case studies and statistical research designs which could increase the number of observations. He further explains the uniqueness of the generation, in its research design; as an explicit theoretical model; operational definitions of concepts; search for reliable indicators of implementation and predictor variables; with analysis of data using appropriate qualitative and statistical procedures as well as case studies for testing them.

2.2.2 Approaches to policy implementation

Implementation is a core to the operations of government activities. That is why Elmore, (1978) says “real test of government power is not whether they can get a policy approved, but whether they can get a policy implemented”.

The implementation of a policy is done through a process which helps the policy implementers achieve their objectives. Implementation can be carried out through either of two ways, i.e. the top-down or the bottom-up approach.

2.2.2.1 Top-down approach

This approach assumes that policy goals can be specified by policy makers and that implementation can be carried out successfully by setting up the structures. The top – down approach to implementation do emphasize on the founded problems and factors, which are easy to manipulate and can lead to centralization and control of activities. In this kind of circumstances, interests are normally directed towards things like funding formulas, formal organization structures and authority relationships between administrative units, regulative and administrative controls like budget, planning and evaluation requirements of projects. In this regard, Elmore (1978:610) has this to say:

Top-down implementation begins at top of the process, with as clear a statement as possible of the policy makers' intent, and proceeds through a sequence of increasingly more specific steps to define what is expected of implementers at each level. At the bottom of the process, one states, again with as much precision as possible, what a satisfactory outcome would be measured in the terms of original statement of intent.

This is exactly what has characterized most of Nigeria's projects and programmes implementation especially during the military era, in which the beneficiaries only see things happening, without being consulted by the authorities. They don't even know what has been planned for them, or what is going to be done to them.

The top-down approach according to Berman (1978) holds the view that implementation is laden with the ideas that implementation is all about getting people to do what they are asked and keeping control over a sequence of stages in a system and

about the development of a programme of control which minimizes conflict and deviation from the goals set by initial policy hypothesis.

The top-down approach is characterized with some limitations in its operations. Scholars like Berman (1978), May (2003) have argued that the top-down approach takes into consideration the statutory language as their starting point. That is the laid down guide lines and provisions of the law are being adhered to strictly. In other words, the approach has been accused of seeing implementation as purely administrative process and either ignore or try to eliminate the political aspect. The political aspect is that which has to do with the input - output process between the elected and the electorates. This shows that, there is the failure of the approach to recognize the political realities which account for policies with multiple goals, vague language and complex implementation structures.

This approach sees local actors as impediments to successful implementation; they have been described by Narandara, (2009) as agents, where shirking behavior needs to be controlled. In conclusion to the discussion of this approach, it has been described as an approach which lacks behavioral basis, (Narandara, 2009) while Sapru (2006) says; the model or approach has the flavor of Tylorism and scientific management, and may be subjected to the same kind of criticisms. Likewise, it is criticized for not taking into consideration the interaction of factors and levels in the implementation process.

2.2.2.2 Bottom-up Approach

The bottom-up approach to policy implementation has its root from a study conducted by Wetherley and Lipsky (1977) which showed that the top-down approach

lacked effective implementation between the bureaucrats and their clients at a street – level. On the other hand, the bottom-up approach sees the implementation process as involving negotiation and consensus building.

According to John, (2001:12) bottom-up approach is: an approach to the study of implementation that stresses the involvement of lower level bureaucrats and others who carry out public decisions. The ideas and influences of these actors feed back to the peak decision makers to influence policy – choices.

The bottom-up theory focuses on the discretionary decisions that, each field worker or street – level bureaucrats as Lipsky (1980) referred to them. The discretionary role in delivering services or enforcing regulations makes street level bureaucrats essential actors in implementing public policies. From the foregoing, therefore, it is a known fact that, implementing a policy involves discretion of the individual implementers. For instance, a public officer has discretion whenever the effective limits on his power leave him free to make a choice among possible courses of action or inaction. In other words, implementers have varying bands of discretion over how they choose to exercise the rules which they are employed to apply. (See appendix attached)

To this end, Sabatier, (1999) Synthesized the work of both approaches to create a set of conditions for effective implementation, thus:

- i. the bottom up approach takes into account its emphasis on networks which structure implementation. That is, it highlights the importance of involving the stakeholders in all the process of the policy from initial to implementation for an effective outcome.

- ii. The top-down approach takes into account the beliefs of the policy elites in the policy process i.e. from initiation to implementation.
- iii. Both have presented clear and consistent objectives.
- iv. Both have to have an account theory on how to bring about changes in the constitution of the beneficiaries or user groups.
- v. That implementation structures are legally structured in order to enhance the livelihood of compliance with policy implementation.
- vi. Both approaches require committed and skillful implementers.
- viii. There is the need for the support of interest groups and sovereigns in the executive and legislature.

Table 2.1: Comparison between Top-down and Bottom-up Approaches to Implementation

VARIABLES	TOP-DOWN	BOTTOM-UP
Policy is seen as	An input	An Output
Policy decision maker	Policy makers	Street level bureaucrats
Policy rule framework	Rigid	Flexible
starting point	Statutory language	Social problems
structure	Formal	Both formal & informal
process	Purely administrative	Networking including administrative
Authority	Centralization	Decentralization
Accountability is seen as	Strictly on legislative process	Subject to customer/client needs
Output/outcomes	Prescription	Descriptive
Discretion	Top level bureaucrats	Bottom level bureaucrats

2.2.3 Public Policy Analysis Models

The review of the related literature cannot be complete without discussing the subject matter of Public Policy Analysis as field of study. According to Cohen and Levinthal (1990), Public policy is concerned with the public and its problems. And to Matland (1995), public policy is the study of how, why and to what effect governments pursue particular courses of action and inaction. While to Sabatier (1999), Hogwood and Gunn (1984), public policy is concerned with what government does, why and what difference does it make? It as well, studies the nature, causes and effects of public policies. Public policy analysis is then concerned with the following issues:

- i. How are public problem and issues defined and constructed?
- ii. How public problems and issues are placed on political and policy agenda?
- iii. How do policy options emerge?
- iv. How and why do governments act or do not act?
- v. What are the effects of government policy on the society?

Public policy in government is concerned with the following activities for the betterment of the society which include, the agenda setting; policy formulation; decision making; implementation; and evaluation.

In discussing the implementation literature, public policy models are keys to understanding how implementation is carried out in government. These are what can be described as public policy implementation guide to the study of the subject matter.

A model is a resemblance of a real life situation in all circumstances. The application of a model in the analysis of a policy implementation provides the necessary insights to the problem in a particular setting. Our understanding of a policy model will enable us understand not only how public policies are formulated, but also facilitate the analysis of public policy process, as well as monitoring its effective implementation. Models, also simplify the circumstances in the real world, because they are sources of what should be.

2.2.3.1 The Elite Model

The elite are a class of people in a society that tries to influence the activities of that society according to its own thinking and belief. The reason to this action is the notion that people are pathetic and they are ill—informed about the activities of the government and that they (elites) actually shape mass opinion on policy issues more than the masses shaping the opinion of the elites. This simply implies that public policy really turns out to be the preferences of the elites, in which public administrators and other officials simply carry out the policies that have been decided upon by the elites.

The elite theory believes that every human organization is controlled by a small, cohesive minority – which according to Dibble: (2000) are referred to as (Iron Law of Oligarchy) in which the belief is that power can never be widely distributed. That, the few who govern are not typical of the masses that are governed.

The elites normally come from the upper socio-economic and political strata of the society. This is why public policy at times does not reflect the demands and interests of the masses, but rather the prevailing values of those in the high position.

Pareto in Verma, (1999) believed that every society is ruled by a minority that possesses the qualities necessary for its accession to full social and political power. The elite, according to him consists of those successful persons who rise to the top in every occupation and stratum of the society. For instance, there are the elite of lawyers, the elite of mechanics, and even elite of thieves and elite of prostitutes. He concludes that any society consists of two classes, (1) a higher stratum, the elites (governing and non-governing) and (2) lower stratum, the non elites.

The concept of elite in the Nigerian context could be seen to include, those who by birth/accident and many more by being educated have access the opportunities, though very limited in number in terms of the overall population of the country. These groups of people include the military, the academia, bureaucrats, industrialists, agriculturists, judges, traditional institution and the political class. At the top in the elite group/class is the political class, because he has the power and the authority put together, in which he can influence decisions.

The elite theory though, seems as one way through which public policies are initiated and implemented, but have some loopholes which can avert its success. One of such problem is that the way or process followed to make or initiate, and implement policies which affect the society have less concern for the people who are going to benefit from such programmes. That is, the variables that facilitate policy function and

implementation in Nigeria are ignored. These variables according to Dibia (2000) include the role of various actors, ethnic conflict, bureaucracy, orientation of the decision makers, low resource environment, the nature of political uncertainty, etc.

2.2.3.2 Group Model

The group model sees public policy process as a result of struggle among different groups, because its main concern or focus is the group. Individuals are important in policy matters only when they act as part of the group by promoting the interest of the group membership.

The group model concept sees that policy maker to be an umpire who decides which group in the society becomes the winner among the competing interest groups. Group model had its origin from the ancient fear of government that if the power of the state was left unchecked, such power could be arbitrarily used, (Egonmwan: 1987). The assumption of the group model is that there are different groups in the society pursuing different interests and competing to translate such interests into policy. Therefore, the policy analysts who apply this model will be interested in identifying the relevant group in the policy process, their relative strength and influence so that they determine the relative political power of the group for or against the policy issue in question. The influence of the group is determined by their number, wealth, organizational strength, leadership, access to decision makers and the internal cohesion. Policy makers are viewed to be constantly responding to group pressures, bargaining, and negotiating and compromising among competing demands of influential groups.

2.2.3.3 Institutional Model

The institutionalist Model of policy making is probably the oldest approach to the study of policy and policy process. The model focuses upon the governmental institutions, describing their structures, organization, duties and expected functions, with little attention paid to the institutional characteristics or governmental policies. The assumption of this model is that public policy is often initiated, formed, decided, and implemented by government institutions.

Public policy in Nigeria is purely institutional or bureaucratic affairs. Because this is where government initiates, formulates and implements policies without some inputs for the outside environment. Structurally, for a policy to become effective and efficient, it must receive or compose of the blessings of the people whom the policy is meant for. Until these days of globalization, where some projects like, Local Environmental Empowerment and Management Project of the World Bank and the Fadama projects in Nigeria, where the projects are bottom-up from formulation to implementation. But as at now governmental institutions (ministries and extra ministerial) still operate the institutional model of policy implementation process.

Policy in the context of bureaucratic model is the outcome of:

The sum of behavior of the representatives of government relevant to an issue, an outcome is which will rarely be intended by any individual or group. The outcome, that is, the policy is thus the final result of pieces contributed by separate individual with different intentions different from what anyone would have made as a matter of deliberate choices (Allison: 1978 in Egonmwan 1987:74).

2.2.3.4 Rationalist Model

This model suggests that the policy maker seeks to promote the common good and the general welfare of the society, in which the rational model seeks to maximize the Net

(total) value achievement. As the name implies, those model shares with public choice the belief that the actors (persons involved, government or its agencies) behave as rational as possible to choose between alternative courses of action.

The reason for the operation of Rational Model according to Dye (1997) is that a rational policy is one that achieves maximum social gain. That is, government choose or prefer policies that bring gain to society that exceed costs by the greatest amount and tend to refrain from policies if costs are not exceeded by gains.

The model involves certain steps or stages which are identified and followed while making a decision which involves the general public and which are logical in nature.

The steps include:

- i. identification and description of problem;
- ii. arranging or ranking and classification of goals, values or objectives that guide the decision makers in assessing a problem and seeking alternative solution;
- iii. identification of the various alternatives for dealing with a problem and the ranking of each with respect to goals, values and objectives;
- iv. assessment of the consequences (monetary and benefits, advantages and disadvantages) associated with each alternative cause of action;
- v. comparison of each alternative and its attendant consequences with other alternative;
- vi. choosing the alternative and its consequences that maximize the attainment of an objective within the limitation imposed on the decision maker.

According to Egonmwan (1987), rational decision making theory is composed of:

- a. goals and sub-goals, which are clearly specified and translated into evaluation criteria;
- b. examining all possible alternatives;
- c. measurement of the alternatives on the evaluate criteria;
- d. availability of relevant information; and
- e. the evaluative criteria, which can be properly weighted relative to each other so that the decision procedure maximizes the attainment of the goals.

The Rational decision making model according to Sapru (2006), must involve knowing all the society's value preferences and their relative weight (importance), know all the policy alternatives available, know the consequences of each policy alternative and selecting the most efficient one. The model depends on information sources and availability as well as authenticity of data which will lead to rationality of the decision to be taken.

Despite the rationality nature of the model, academics were able to fish out some lapses, which call for another alternative to policy makers while making policy decisions. For instances, Dibia, (2000) and Egonmwan (1987) criticize the model on the following grounds:

- i. The inability of the policy makers to understand the complex Nigerian culture would not allow them to conduct a comprehensive analysis of all alternative solutions and as well select (in the end) the most appropriate one.

ii. The problem of political instability and uncertainties makes it difficult for plans to be projected for the future. For instance, most of our plans in the country were shattered because of the uncertain political nature of the country.

iii. Lack of skilled persons and high technology instruments makes it difficult to engage in rational comprehensive analysis.

iv. Policy making in Nigeria mostly deviate from the national decision model because the government sometimes tends to allow its citizens and various interest groups to participate in the process. This model can only be rational where government and the citizens come together and give their inputs.

Table 2.2: PUBLIC POLICY STYLES

Agenda-setting	Outside Initiation	Inside Initiation	Consolidation	Mobilization
Policy Formulation	Policy Renewal	Program Reform	Policy Experimentation	Policy Tinkering
Decision Making	Incremental Adjustment	Satisfying adjustment	Garbage can Emergence	Rational Search
Policy Implementation	Administrative	Political	Symbolic	Experimental
Policy Evaluation	Social Learning	Instrumental Learning	Limited Learning	Non learning

Source: Howlett and Ramesh (2003)

2.2.4 Nature and Poverty trends in Nigeria

The term poverty is applied to denote lack or insufficiency of basic necessities required by people for livelihood, such as food, shelter, income, education, health care, and the like. Aliyu, (1999:51) explained poverty as the state of deprivation in a means needed to sustain life at a human dignity level. Likewise, Alubo, (2002:22) defined poverty as life experience/existence in which people lack food, shelter, clothing and ability to respond to challenges of life.

In the views of Orji, (2008:25), poverty is described as a phenomenon which makes a substantial number of people uncomfortable, absence of opportunities, accompanied by high level of undernourishment, hunger, illiteracy, lack of education, physical and mental ailment, emotional and social instability, unhappiness, sorrow and hopelessness of future. These definitions explain that poverty is the inadequacy or absence of basic necessities of life among households, including the inability to earn an income.

The term poverty is categorized into two broad groups, which include absolute and relative poverty. The absolute poverty is described as when family or a household spends more than the specified maximum share of their income on basic needs, such as food, housing and health care, and then they are considered as poor. While relative poverty is described when comparing the welfare of those with the lowest amount of resources with others in the society, (Obadan, 2010:57).

In a research conducted to explain absolute and relative poverty, John, et al (2001:19-27), explains absolute poverty in terms of the needs below;

- a. cost of food; i.e. how much would a typical person spend on a typical diet a day?
- b. cost of water; i.e. how much does one spends on water?
- c. cost of housing; i.e. how much does the daily rent?
- d. cost of other necessities; i.e. supplies which include soap, brush, creams or equivalents.

While relative poverty is explained in the terms below:

- a. food; i.e. what is the typical food and which kinds of food are considered poor man's and which are big man's?
- b. type of dwelling; i.e. while most people might have a house, some dwellings are considered poor and some rich, e.g. zinc and thatched houses.
- c. supplies; i.e. some people use households items that they would rather not, if only they had a choice.
- d. leisure items; i.e. what are the common types and which do the richer or poorer people have? E.g. use of motorcycles, in the rural areas and cars in the urban areas.
- e. leisure time and activities; i.e. who engages in leisure time and why? Do poor people have leisure time or looking for livelihood?
- f. access to opportunities; i.e. where do poor people go for medical care and where do the rich people go to? Likewise schooling, where does each go to?

The above comparisons explain to us that, absolute poverty is the total absence of basic necessities of life while, relative poverty explains the much each of the two groups are able to have on comparative basis among the rich and the poor.

Before concluding on the literature on poverty, causes of poverty need to be discussed. Just like there is no agreed meaning of the term poverty, so also there are no agreed causes of poverty among the people in Nigeria, meaning that, there are varied causes of poverty according to Edwards (1999:10) which include; unequal distributions of resources, inadequate infrastructure, low national savings and investment, population growth, cultural practices, and environmental degradation among others. While to the

World Bank, (2006: 15), causes of poverty include factors like; lack of social and economic development, low productivity, market imperfections, physical or environmental degradation, structural shift in the economy, inadequate commitment to programme implementation, political instability and corruption among others. And, according to National Bureau for Statistics (2005:180), the causes of poverty include; high cost of agricultural inputs, lack of capital to expand business, lack of credit facilities, and lack of employment opportunities among others. In another literature, the World Bank, (2006: 34) tries to examine the causes of poverty based on the voice of the poor people as follows: lack of income and assets to attain basic necessities such as food, shelter, clothing and acceptable level of health and education; sense of voicelessness and powerlessness in the institutions of state and society; vulnerability to adverse shocks linked to an inability to cope with them by the poor.

In conclusion, therefore, poverty is something which should be reckoned with in a country and all efforts should be made to do away with it by the government in power, so that the people can live a worthwhile life. This is why this research work tries to contribute towards ensuring that poverty is eradicated especially in a sector which is main stay of the rural people, and that's agriculture.

2.3 Review of Empirical Studies on Fadama implementation

The research has tried to review some studies conducted by other writers in similar areas of research in order to extract from their own experiences and findings and to see whether they relate to the findings of this research or not.

In a research conducted by Lawrence Haddad, et al (2001), on participation and poverty reduction: issues, theory and new evidence for South Africa, in which the study examines the relationship between specific institutional arrangement, community or beneficiary participation, and the efficacy of interventions designed to reduce poverty. The research made use of both primary and secondary data in its analysis of his findings.

The study shows that interventions designed to reduce poverty are highly multidimensional. For instance, a public works scheme in a particular rural area may be designed to raise the income of a target group, e.g. women, create physical asset of a lasting value, and create community capacity or empowerment. Likewise, a micro credit facility may be given to the landless for income generating activities, while reaching a large number of house- hold in a short period of time, maintaining high rates of repayment, and minimizing administrative costs. Likewise the study shows that, participation by communities is very vital because there may be interventions where knowledge of local conditions is important and where costs of the acquisition of such knowledge by outsiders may be high. Secondly that community participation may reduce the likelihood of moral hazards or adverse selection of problems. For instance in a public works project which requires daily pay, involvement of the community in the hiring of labor may increase the likelihood that the deserving poor receive employment, while those with a propensity to shirk are excluded. Thirdly that community participation is better at verifying that activities related to interventions take place. An outsider may have difficulty in ensuring that what is said to be done is done or even done well. But for an outsider, he can verify at any point in time the quality and authenticity of the work done.

The research also shows that community participation encourages formation of groups or associations as the key to reducing poverty in the rural areas by way of getting loans with which they are going to finance their business. More so, the community associations help members to formulate and implement programmes that suits them and which their resources can allow or from within their own resources.

Though the study emphasizes on the benefits of community participation and poverty reduction, the research fails to show the importance of community contribution, monitoring and the organizational structure through which the implementation is carried out. No matter how effective the participation is by communities, the structure through which the policies are implemented is very vital. The research, therefore, fails to address this area, which our research on the other hand does.

In another research conducted by Adegbite, D.A. et al (2008), on the Impact of National Fadama Development Project II on Small Scale Farmers in Ogun State: Implications for Agricultural Financing in Nigeria. The research shows that inadequacy and dearth of credit for financing agriculture have been the major constraints to agriculture and rural development in most developing nations, including Nigeria. The research employs the use of multi-stage stratified random sampling technique in the selection of the respondents.

The study assesses the implementation of National Fadama I, and reports that it was mainly meant to promote simple low-cost irrigation technologies in an attempt to increase food production. But the National Fadama I had neglected the downstream activities like processing, preservation, conservation, and rural infrastructure support for

increases in the rural economy. Also that the project did not take into consideration the farmers involvement in other areas of agriculture, like livestock, fisheries and poultry. This behavior restricted benefits to only crop producers and neglecting other agricultural beneficiaries. The study also shows that the National Fadama II project had incorporated a community-driven development approach. This was because various Fadama Users, such as crop farmers, hunters, pastoralists, women, youth, vulnerable and marginalized, operating through their respective Fadama User Groups and Fadama Community Associations could reach consensus on how to use the community resources to their mutual advantage.

In its findings, the research shows that more income was earned by the beneficiaries of the project than those who were not beneficiaries. The findings revealed that, the problems and constraints limiting production could be reduced or avoided if the project implementation could harness resources toward rural infrastructural development of the communities, empowerment of the farmers through capacity building on integrated management and enhance their capacities to manage their own farm holdings without much dependence on agro-chemical, which will increase their total revenue earnings.

The study emphasizes on the importance of National Fadama Development II Project in Ogun state, in which it is said that the project had assisted in reducing conflict among the resource users through “consensus on how to use community’s resources to their mutual advantage”. The research also fails to look at other factors like provision and ownership of agricultural related assets which could increase the income of the beneficiaries even after rainy season, which the Fadama Project emphasized on.

In a research conducted by Adeolu and Taiwo, (2004), on the impact of the National Fadama facility in alleviating rural poverty and enhancing agricultural development in South-Western Nigeria. The study shows that agriculture is the locus of majority of poverty in Nigeria. This according to the research was so because agriculture remains the main stay of Nigerian economy, contributing about 40 per cent of the Gross Domestic Product (GDP), and employing about 77 per cent of the working population, (UNDP:2006).

The research employed the use of both primary and secondary data for its findings. The primary data was by way of questionnaire in which 5 per cent of the respondents were randomly selected and descriptive statistics were used to analyze the results. The results shows that despite the fact that the major crops cultivated in the Fadama fields remained the same as leafy-vegetables, okra, maize, and tomato, but the income obtained from Fadama field increased by about three folds.

This research emphasized on the type of crops cultivated by the farmers, as leafy vegetables, okra, maize and tomatoes, which according to him had led to the increase of the income of the farmers by about three folds compared to base-line. But the research did not discuss the type of approach applied in the implementation of the project. Likewise the research does not discuss on the importance of incorporating the beneficiaries in the implementation process, which our research has discussed.

Likewise, the research reviews another empirical study conducted by Kudi, T.M. et al. (2008), on analysis of the impact of National Fadama Development Project II in alleviating poverty among farmers in Giwa Local Government area of Kaduna State,

Nigeria. The study examines the impact of Fadama II project on the socio-economic status of the farmers, and as well as assess the extent to which participation in the programme had enhanced the level of production efficiency of farmers in the study area and identify the problems associated with the National Fadama Development Project.

The study was conducted in Giwa Local Government area of Kaduna State, in which it fell within the flood plains or Fadama areas. The major crops grown in the area included tomato, onions, wheat, lettuce, carrot, garden egg plant, maize and sugar cane. The study employs primary data to get the information for the sample population area of Shika, Giwa, Yakawada and Galadimawa. The villages are selected purposely based on the considerable number of Fadama farmers in the villages. Questionnaires and interview are applied to collect the information for analysis.

The findings of the study show that the Fadama Development Project II had positively impacted on the participating farmers in the Local Government area. The programme had increased the income level, enhanced access to farm inputs at subsidized rate and increased training and knowledge of the participants. The study also highlighted some problems encountered by the beneficiaries of the programme like, high cost of maintenance of the irrigation facilities, inadequate farm land for farming, there was also time wasting in processing of the grants/credit facilities from the financial support institutions.

Some solutions are offered on how to improve or overcome the problems highlighted by the project, which include making available of credit facilities to the beneficiaries in order to acquire water pumps, work bulls and other farm implements;

widening of the scope of the programme so as to cover more communities due to the success recorded from the project; and government should subsidize the high cost of facilities maintenance in order to increase their savings margin.

This study discussed the impact of National Fadama II Project in alleviating poverty in Giwa local government. The study assessed the socio-economic status and how participation by beneficiaries enhances the level of production of the farmers as well as the problems associated with the nature of project implementation. Though, the findings show increase in the income of the beneficiaries, but it fails to link the success of the project with the nature of the implementation process, i.e. organizational structure of the project, which is very vital. This is what differentiates his research with this one, which emphasizes on the importance of the implementation structure.

In his own contributions, on the subject matter, in an empirical study conducted by Oruonye (2011), on reducing rural poverty and developing livelihood opportunity through irrigation farming in Taraba State of Nigeria, he assesses the previous poverty alleviation programmes in Nigeria and said they were limited and effective not only due to lack of effective policies and actions, but also due to lack of knowledge on the magnitude of the poverty problems, its causes and interventions that can reduce poverty more effectively. The study notes that irrigation is generally perceived to play an important role in improving productivity and aggregate food production, as well as increase in income, employment opportunity and poverty reduction.

The study was conducted through systematic review of existing literature on the topic using case studies of both successful and otherwise projects. Likewise oral

interview with stake holders, particularly Taraba State Agricultural Development Programme (TSADP), Upper Basin River Development Authority (UBRBDA), and the National Fadama II project was employed to source the data.

This study, like previous ones above, emphasized on the poverty reduction in the study which was conducted through review of literature and use of interview with the officials of the Taraba State Agricultural Development Programme (TSADP), Upper Basin River Development Authority (UBRBDA), and the Fadama II Project officials. The study does not consult the beneficiaries who are core to project implementation. But our study applies both questionnaire and interview to the target population in order to hear from them the facts about the project implementation. Likewise the study does not talk about the implementation process and the approach employed by the Fadama II project.

The literature review also has not taken into consideration comparative approach between the two Fadama project financiers, i.e. the World Bank (WB) and the African Development Bank (AfDB), which our research has addressed. Likewise, the empirical research has not emphasized on the importance of the Community-Driven Development approach as a major means of achieving the Fadama II project components.

The studies reviewed above share some common elements of relevance with our own research, particularly on how the researchers were able to find out how the project had assisted the beneficiaries reduce their poverty level through the use of the community's resources together. But the major area of differences with our own is on the issue of implementation structure which our research emphasizes. Likewise, our study

dwelled on the importance of monitoring, coordination and the management of the project, especially by the beneficiaries towards achievement of the project's key objectives, which is poverty reduction and sustainable agricultural development.

2.4 Similar Programmes Implemented for Poverty Reduction in Nigeria.

Alongside the implementation of Fadama project in Nigeria, there were other similar projects being implemented by the states and local governments all in an attempt to address the problem of rural poverty of our people. Most of these programmes are targeted at the most poor and vulnerable in the society in an attempt to increase the level of their daily income so that they can meet up their needs. The programmes have the same target but implemented with different approaches on how to meet the target. These projects include:

2.4.1 Food security

The major problem facing world today beside political crisis is the issue of food scarcity or food insecurity and poverty especially the African countries. The challenge is really great in the developing nations where people starve for lack of adequate food and nourishment and lack of income for self sustenance. The strategy adopted to combat the problem, especially in Nigeria, according to Omotesho, Joseph, and Lawal: 2009) has been increasing output of food in tonnage per year through land clearing, improved machinery, better cultivation methods, improved seeds and improved animal nutrition, breeding and health without considering the quality and quantity of the agricultural products (food) that get to the ultimate consumer.

Food security is described by World Bank (1991) as an important aspect in any consideration of wealth and economic sustainability of a nation, and generally is defined as “access by all people at all times to enough food for an active and healthy life”.

It was only when the problem of food security is resolved in Nigeria and all other African countries, then we can talk and boast of starting the trek to the poverty problem in the continent. This is so because, even the advanced nations have attained their present status through agricultural production programmes, in which they produce for both local consumption and surplus for export to other countries that have short fall.

Food insecurity according to (Gebremedhin, 2000:221-223) is one of the forerunners nutritional, health, human and economic development problems. The term connotes deprivation of basic necessities of life. Food insecurity has been considered as a universal indicator of house holds’ personal well-being. According to Omotesho et al (2009: 130) Poverty, hunger and malnutrition have been identified as some of the principal causes of increasing and accelerated migration from rural to urban areas in developing countries.

The major cause to food insecurity in Nigeria and indeed in other developing nations is no other factor than poverty, and therefore, it is only when poverty is fought to the last, then the problem will continue to linger. As an emergency solution to the problem of food insecurity, the food can be given directly to the poor people, or increase their income so that they can have greater entitlements to food through the market system.

In his own contribution to the discussion on the literature of food security, Abu O. (2012:32) says in Nigeria, although agriculture remains the key component of its economy, contributing about 41 per cent of Gross Domestic Product (GDP) and employing about 70 per cent of the active population, it receives less than 10 per cent of the annual budgetary allocations. As a result of this action by government, the agricultural sector has significantly underperformed, given its vast potentials. Consequently, he said, Nigerian agriculture has failed to supply sufficient food in quantity and quality to feed the constantly growing population.

In order to find a solution to the agricultural problems in Nigeria, Omotesho, et al (2009: 132) suggests some measures to be taken on how to improve in food and nutrition security of the country, which among others include;

- i. provision of access to sufficient quantities of food items,
- ii. enhancing the means to acquire food, whether through cash incomes or access to productive resources,
- iii. an improved level of education, especially the girls,
- iv. provision of clean water, adequate sanitation and effective health services,
- v. locally conceived and implemented actions like (Fadama project) has been shown to be the most effective way to improve food and nutrition security, and
- vi. dedicated advocacy should be used to inform policy makers at all levels of the critical role that, improved nutrition plays in development and poverty alleviation.

2.4.2 Local Empowerment and Environmental Management Project (LEEMP).

In an attempt to respond to the demands for social-economic and infrastructure services to the communities, the Federal government in conjunction with nine states in the country adopted the implementation of LEEMP. In the year 2004, the Federal government in conjunction with some states introduced community level people's participatory interventions, with a bottom-up approach development strategy. The project which was co-financed with the world Bank was targeted for a period of five year and tagged 'Local Empowerment and Environmental Management Project' (LEEMP). The premise upon which LEEMP was based is that communities can drive the development process themselves by identifying and mobilizing existing resources, thereby responding to and creating local economic opportunities.

The main objectives of LEEMP is focused on poverty reduction, on the basis of improving the management of national resources in order to alleviate rural poverty by initiating participatory community interventions using the integrated bottom-up approach system, (FPSU: 2005). Towards this effort, the LEEMP will promote a participatory and socially inclusive development priority.

LEEMP is a \$90.98 million counterpart funded project by World Bank under the International Development Agency (IDA), with a contribution of \$70 million; Global Environmental Facility (GEF); \$8 million; Federal government and participating states \$8.70 million; while participating communities were to contribute \$4.28 million in cash and kind.

The project, according to LEEMP Information Handbook (2005:2-3) has the following specific objectives;

- i. poverty reduction strategy process
- ii. decentralization of governance
- iii. transference in government business
- iv. sustainable environmental management, and
- v. broadening the productive base of the economy, especially through harnessing the potentialities of the informal sector and reflecting the principles of participatory development, sustainability and greater equity among others. The micro projects which the programme operated were; Education, Health, Water, Transport, Electricity, Socioeconomic activities and Environmental/Natural resources.

The above objectives were to be achieved through;

- i. Assisting beneficiary communities in the participating states to have planned, co-financed and implementable environmentally sustainable and socially inclusive multi-sectoral micro projects; the communities will continue to operate and maintain these micro projects.

- ii. Strengthen the institutional framework at the federal, state and local government's level to support environmentally sustainable and socially inclusive development.

2.4.3 The Community and Social Development Project (CSDP)

The Community and Social Development Project is an offshoot of the LEEMP, which was closed by the end of 2008. As a result of the coming to an end of the LEEMP, the Federal government decided to embark on another poverty alleviation project derive, in which it adopted the CSDP as the option. The project commenced in 2008 and was to round up by the end of 2013. The LEEMP and CSDP projects are almost the same

projects in terms of objectives and operation strategy, but only differ in two major areas which include;

i. Area of coverage; the former LEEMP was operated only in nine states of the Federation. In Katsina State, it operated in nine local government areas and in ten communities in each local government area. But in the current CSDP, the intention was to cover the whole thirty four local government areas in the state, but only fifteen have indicated their interest. This means that as at now, there are twenty four local government areas that have benefited from the governments poverty alleviation from 2004 to date.

ii. The second area of difference is the legal backing which the CSDP operated on. That is the LEEMP operated on the basis of Executive Council decisions, but in the case of CSDP, it operates on the basis of legislative law which permitted it to operate as an independent entity, in which it could sue as well as sued. The project has its own executive body as well as the Board of Directors that formulate its own guiding policies, which the LEEMP did have. All matters under LEEMP were being referred to the Executive governor for his approval.

2.4.4 The Community Based Agricultural and Rural Development Project (CBARDP)

This programme is usually referred to as (IFAD) was initiated in the year 1991 by the Federal government and implemented by some of the state governments including Katsina state.

The rationale for the project was to improve resource management through group mobilization to enhance community participation, essentially by group mobilization and act jointly against the serious land degradation threatening the agricultural productive capacity of the project area. The project aimed to provide support to the poorest segment of the society, especially the landless households, with emphasis on those headed by women. The project approach was the bottom-up through support to those activities desired by the villages.

The specific objectives of the project included:

- i. halting resources degradation in critical areas of the state and repair, as far as it has practicable, possible damage done in order to recover land for productive agriculture;
- ii. increasing the production, income and food security and nutritional status of poor households through land conservation, crop yield improvement, credit provision, improved input supply and better use of Fadama land;
- iii. generating greater participation of beneficiaries in the long-term development of their communities by supporting the state and local governments to provide more responsive and effective services;
- iv. inculcating the habit and capabilities to plan, finance and manage their own programmes of development in communities; and
- v. sustainable project design and management approach which places reliance on local effort and private sector involvement.

In terms of financing the project, just like LEEMP, CSDP, and Fadama projects, the Community Based Agricultural and Rural Development Project (CBARDP) was financed through contributions from the three tiers of government, the communities and the IFAD.

The essence of the counter funding was to ensure ownership and sustainability of operations even after IFAD funding.

According to (KSACDP: 1997), the implementation process of the project was carried out through the existing institutions within the decentralized system of governance. At Federal level, the Project Coordinating Unit (PCU) of the Federal Ministry of Agriculture and Rural Development (FMARD) was responsible for the overall coordination of the programme, provision of technical assistance to the states to ensure effective implementation and monitoring and evaluation. The states would in turn have autonomy to implement the programmes within the guidelines and policies. The state institutions would supervise and provide technical support to the local governments. The Executive Chairman of each Local Government Area would have overall responsibility for the day-to-day management of the programme (KSACDP: 1997).

2.5 Theoretical Framework

There is no doubt that an understanding of policy implementation is very crucial to the success of any government. When a policy succeeds, the executive body goes with the credit, but if it fails, the blame usually goes to the administrative process – the bureaucrats. It was on this basis that Grundle, (1980) considers implementation to be a general process of administrative action – which can be evaluated by measuring

programme outcomes against policy goals. He further argues that, the general process of implementation can begin only when general goals and objectives have been designed and when adequate funds have been allocated for the pursuit of the goals. In his own contribution towards this discussion, Haruku (2004) stresses the importance of managing organizations with the view to contributing towards socio-economic development requires effective deployment of three resources; economic (monetary), physical (material), and human (social). However, the most important and vital assets to any organization are the people who carry out or implement the policies. It is on this basis that this study adopts the “community/citizen participation” theory as its theoretical framework.

Participation theory is a process which provides private individuals an opportunity to influence public decisions and has long been a component of the policy implementation and democratic decision-making process. The roots of citizen participation according to (Cogan & Sharpe, 1986 p. 283) can be traced back to ancient Greece and Colonial New England. Before the 1960s, governmental processes and procedures were designed to facilitate "external" participation. Citizen participation was institutionalized in the mid-1960s with President Lyndon Johnson's Great Society programs.

Another definition of public or community participation is that adopted by Stoker (1997) for ‘political participation’: as members of the public ‘taking part in any of the processes of formulation, passage and implementation of public policies’. This is a wide-

ranging definition, which extends the emphasis of public participation beyond the development of policy, to decision-making and implementation.

Participation is perceived in different ways, depending on such factors as position and status, whether in power or out of power, their responsibilities, their constituencies, their overt and covert goals, and many others. The following are some perceptions of participation, according to Norman (1976):

Participation as a policy;

Increase in citizen's participation is seen by some as a matter of sound and desirable policy to be implemented, in as many ways as possible.

Participation as a strategy;

Some advocates of the participation approach see it as a strategy – a maneuver to accomplish other unstated or stated objectives. For those outside the system 'power to the people' albeit, participation signals major changes in power relationship. For those within the system, such as government agencies and interest groups, participation may serve as a major technique for gaining legislative and political support and legitimation.

Participation as Conflict Resolution;

In some situations, participation is seen as a way to reduce tensions and resolve conflicts. This assumption emphasizes that sharing points of view increases understanding and tolerance and that the very process of involvement weakens a tendency towards dogmatic assertions and reduces personal biases and mistrust. In so far as conflict rest upon misinformation, participation and involvement in town meeting

situations provides opportunities for exchange of information and may induce modifications of values and opinions and increase confidence and trust.

Participation as a Therapy;

Participation as a social therapy has been frequently articulated in connection with the “war on poverty”. This is based on the premise that the urban poor are alienated from society, opportunities for them to be involved in decision with respect to programmes which affected them were provided to cure this social menace.

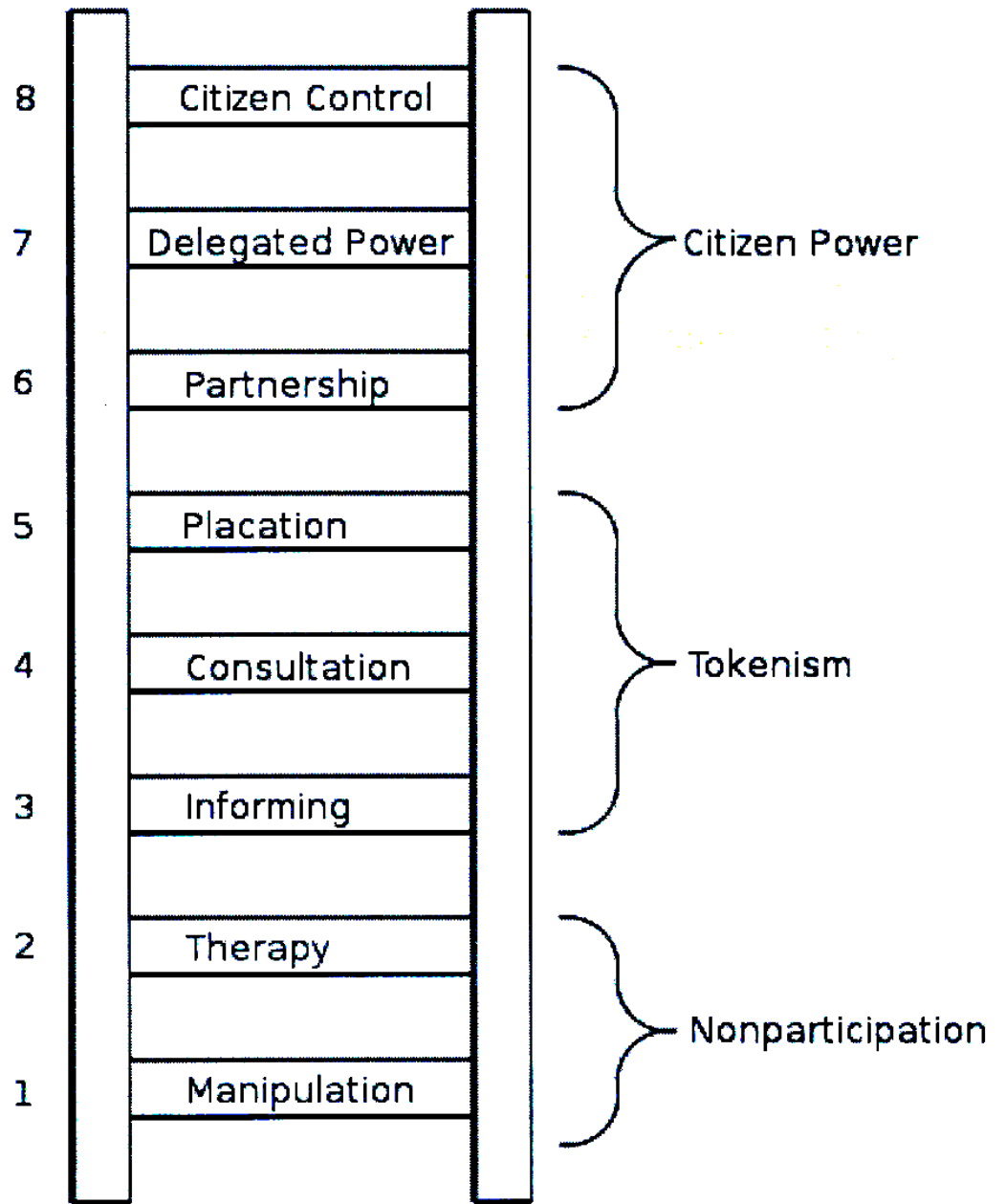
In discussion on the literature of participation theory, it will be useful to review main theories of decision-making structures. According to DeSario and Langton (1987), there are two broad decision making structures; these are technocratic and democratic approaches.

The technocracy (or the technocratic approach) is defined as the application of technical knowledge, expertise, techniques, and methods to problem solving. Democracy, as defined by DeSario and Langton, refers to citizen involvement activities in relation to government planning and policy making DeSario and Langton, (1987). While Democratic decision-making, in contrast to bureaucratic or technocratic decision making, is based on the assumption that all who are affected by a given decision have the right to participate in the making of that decision. Participation can be direct in the classical democratic sense, or can be through representatives for their point of view in a pluralist-republican model Kweit and Kweit, (1986). They went further to point out that criteria for evaluating policies in a democratic process are the accessibility of the process and/or

the responsiveness of the policy to those who are affected by it, rather than the efficiency or rationality of the decision.

Perhaps the theoretical work on community participation was evolved by Arnstein (1969). The particular importance of Arnstein's work is that there are different levels of participation, from manipulation or therapy of citizens, through to consultation, and to what we might now view as genuine participation, i.e. the levels of partnership and citizen control.

Fig. 2.1: A diagram of ladder of Participation by Arnstein (1969)



Source: Arnstein (1969), in *Journal of American planning Association*, Vol.35, No. 4
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The ladder has eight rungs each corresponding to a different level of participation, that is, manipulation, therapy, informing, consultation, placation, partnership, delegated

power and citizen control. The rungs at the bottom of the ladder are the ones with least citizen participation or “nonparticipation” and include Manipulation and Therapy. Informing, consultation and placation occupy the middle rungs of the ladder and border between manipulation at the bottom and citizen control at the top and is termed as “tokenism” where the people are allowed to participate only to the extent of expressing their views but have no real say that matters. The last three rungs, partnership, delegated power and finally citizen control at the top of the ladder, are termed equivalent to “citizen power” and this is where true and meaningful participation takes place. This categorization of the various types of people involvement is extremely crucial in clarifying the confusion between “non-participation” and true “citizen power” and to identify the real motives behind participatory projects, which are often used by critics as shortcomings of the concept of community participation.

Participation can therefore be described as a total commitment of both the initiator and the beneficiaries of a programme through the involvement of the participating agencies and the recipients using multi-sectoral approach in which the people take part in the decision making. It is the involvement of the beneficiaries in a development programme or project right from the decision making, planning, implementation, execution up to the operation of the project.

2.5.1 Justification for choosing Participation theory as the theoretical framework:

The advocates of community participation believe that it brings many lasting benefits to people instead of only a means of getting things done. Sherry R. Arnstein (1969:216) associates citizen participation with citizen power and control as, “the redistribution of power that enables the have-not citizens, presently excluded from the political and economic processes, to be deliberately included in the future”. Christopher Alexander in Arnstein (1969:17) explains that participation is “inherently good” and that it brings people together in creating and making decisions about their environment. Since people are actively involved in the process, Alexander argues that participation helps promote sense of ownership and control among the people.

CDD as an approach to Fadama implementation and a component of participation theory gives control of decisions and resources to community groups, which is against the routine top-down approach. The CDD treats poor people as assets and partners in development process, which build on their institutional resources.

The main objective of CDD is to improve the wellbeing (in terms of incomes, assets, and services) of the poor and the vulnerable through empowerment by way of effective targeting; putting resources in direct control of the poor people; inclusion of vulnerable and the excluded groups such as (women, disabled, minority, etc); allowing poverty reduction measure to go to scale through subproject activities which operate at local level. CDD also ensures efficiency through planning and resource control which is done directly in the hands of the ultimate beneficiaries, i.e. the communities. It also ensures governance through devolution of decision making and resources directly to communities at lower level to make it more participatory, accountable and responsive.

The CDD is an effective mechanism for poverty reduction, complementing market and state run activities by achieving immediate and lasting results at the grass root level. The approach enhances sustainability and makes poverty reduction efforts more responsive to demands. The stimulus for CDD efforts can come from within community or outside, e.g. individuals, nongovernmental organization and government or donor agencies.

The relationship between the research and the CDD approach is that the Fadama project is meant to address the poverty level of the rural people through (bottom-up approach) co-opting them in the process of initiating, formulating, selection and implementation of their chosen project which suits their local needs. While the CDD approach is meant to ensure community focus, participatory planning, control of resources by the community, involvement in the implementation and participation in the monitoring and evaluation of the chosen project.

In conclusion, it can be said that, CDD only works best where collective actions is necessary, where excess can be regulated, and where benefits are quick, visible, and accruable to those who participate in the effort, like the Fadama Development Project.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

Research methodology discusses the design or an outline of what the researcher intends to do from writing or formulating the hypotheses to the final analysis of data. According to Amin, (2005:211) research design or outline tries to answer the following questions that may be encountered by the researcher:

3.2 Research Design

What is the study about? Where will the study be carried out? What type of data is required? What period of time will the study involve? What will be the sample design? What techniques of data collection will be used? How will the data be analysed? These questions will be answered later in this research work.

3.3 Types, Location and Population of Respondents

The respondents are classified into two; the officials of the Fadama project and the beneficiaries of the project.

The officials include officers at Federal, State and Local government levels, where the project is being implemented, monitored and controlled. At Federal level, there are ten officers that are central to the implementation of the project. Likewise, at state level there are ten number officers who are at the centre of the project implementation. At local government level, there are two officers in the World Bank states and one officer for the African Development Bank states.

The implementation of the project involves government officials and the user groups. Therefore, the population and the sample size will come from these two groups, i.e. the officials and the beneficiary groups.

The key officers at Federal level include the following;

- i. National Project Coordinator,
- ii. Senior Technical Operations Specialist,
- iii. Senior Community Development, Gender and Youth Specialist,
- iv. Senior Monitoring and Evaluation Specialist,
- v. Monitoring and Evaluation Specialist,
- vi. Community Development Specialist,
- vii. Procurement Specialist,
- viii. Environmental Specialist,
- ix. Project Accountant,
- x. Zonal Coordinator

While at state level the officers include the following;

- i. State Project Coordinator,
- ii. Monitoring and Evaluation Officer,
- iii. Community Development, Gender and Youth Officer,
- iv. Procurement Officer,
- v. Rural Finance and Livelihood Activity Officer,
- vi. Environmental Officer,
- vii. State Training and Technical Assistance Officer,

- viii. Communication Officer,
- ix. Community Facilitator,
- x. Finance Officer.

At local government level, the office is headed by Local Fadama Desk Officer (LFDO), where in the World Bank provided for two officers at Local Government level, while African Development Bank provided for one officer each. Thus at local government level the officers are; Kaduna state; 2 local governments X 2 officers, making 4 officers, and Katsina state, 2 local governments X 1 officer, making 2 officers

Table 3.3.1: Population and Sample Size of the Respondents (Officials)

State	Population Size of the Officials	Sample Size	Percentage
Federal	10	10	28.57
Kaduna (State & LGs)	14	13	37.14
Katsina (State & LGs)	12	12	34.29
Total	36	35	100

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Source: Survey by the Researcher, 2014

From above, it shows that there is a total population size of thirty six (36) from the Fadama Officials, out of which thirty five (35) served as the sample size for the research. The sample size was drawn from the population size as indicated above by way of a table which determines sample size for research, see appendix 34 attached.

The respondents from the beneficiaries are the Fadama Community Associations (FCAs) and Fadama Resources User Groups (FRUGs) from the four local governments

of the study. The selection of the local governments was based on the nature of the target groups of the project which is mainly rural. Therefore, one rural and one semi urban local governments were selected from the two states each. The selection of the Fadama Community Associations was randomly done based on the nature of their trades and composition in which two each were selected from the two states. Likewise, four Fadama Resource User Groups were randomly selected from each Fadama Community Association to serve as the sample size out of the Economic Interest Groups (EIG) as mentioned below.

The Fadama Community Associations (FCAs) and the Fadama Resource User Groups selected from:

Kaduna State;

FCA	M/No		LOCATION
1. Alheri T/Juna FCA (Giwa L.G.)	149	(139/10: M/F)	Giwa
FUGs	M/No	TYPE	LOCATION
a. Giwa Women and Youth MPCs	25	Processors	Giwa
b. Sauron Nayali Farmers	20	Farmers	Kaya
c. Gangara Birds MPCs	30	Livestock	Gangara
d. Anguwan Mabusa BSCS	20	Blacksmith	Giwa
2. Maigana FCA (Soba L.G.)	182	(132/50 :M/F)	Maigana
FUGs	No	TYPE	LOCATION
a. Anguwan Ardo Fulani FCS	21	Pastoralists	Rahama
b. Tudun Saiba Women MPCs	25	Processors	Maigana

c. Saiba Women MPCs	15	Livestock	Tudun Saiba
d. Dinya FFCS	19	Crop Farmers	Dinya

Katsina State;

FCA	M/No	LOCATION	
1. Alheri FCA (Kankara L.G.)	165 (121/44: M/F)	Kankara	
FUGs	M/No	TYPE	LOCATION
a. Kofar Kudu Kankara FCS	15	Cattle Rearers	Kankara
b. Amana Fadama Kankara FCS	16	Crop Farmers	Kankara
c. Nagarta Fadama FCS	19	Irrigation/Crop Farmers	Kankara
d. Mangwarori Fadama FCS	15	irrigation	Ung. Nagodi
2. Durbi Isah FCA (Mani L.G.)	187 (125/62: M/F)	Mani	
FUGs	M/No	TYPE	LOCATION
a. Mani Cattle Rearers FCS	23	Cattle Rearers	Kangiwa Qts.
b. Yankunu Multipurpose CS	17	Kunu Production	Yara Quarters
c. Janzama General Ents. CS	33	Conglomerates	Mani
d. Mani Women Groundnut PCS	25	Groundnut producers	K/Kudu, Mani

The Fadama Resources User Groups (FRUGs) are the primary beneficiaries of the project, in which their size (number) according to National Fadama Development Office (2005:16) ranges between twenty (20) and forty (40) households. The Fadama User Groups are organised based on the following economic interest groups (EIG):

- i. (pepper, Tomatoes, Onion) producers,
- ii. Pastoralists,

- iii. Harvesters,
- iv. Fishermen,
- v. Food and Crop processing, marketing and distribution,
- vi. Poultry,
- vii. Livestock,
- viii. Vulnerable,
- ix. Unemployed youths,
- x. People living with HIV/Aids
- xi. Other economic interest groups (welders, tailors, technicians, etc).

Considering the nature of the sample population, the research therefore adopts the use of sample size. The data collected was based on the sample size for application of the findings in other states where similar projects were implemented. The use of questionnaire was adopted for the officials of the Fadama project in which, a range of responses were provided, using Likert (1938:123) scale of measure to indicate respondent's degree of agreement or disagreement with options provided.

3.4 Sampling Techniques for the selection of the Respondents

Sampling Techniques is the process of selecting element from a population in such a way that the sample elements selected represents the overall population. A sample is a portion of the population whose results can be generalised to the entire population. According to (Amin: 2005) sampling is a process of extracting a portion of the population from which generalization can be made.

The sampling techniques applied are the cluster and stratified sampling techniques. Cluster sampling was used for the beneficiaries of the project, in which they were clustered according to their Fadama Community Associations. From each (FCA) four (4) number Fadama Resources User Groups were selected randomly to serve as the sample population and sample size. And the stratified sampling was applied for the Officials of the project, in which they were stratified according to their levels of project implementation, i.e. Federal, State and Local Governments.

3.5 Sources and Method of Generating Primary Data

The primary data is required in the analysis of the implementation strategy of the project to assess whether it has achieved its objective of changing the socio-economic status and conflict resolution of the benefiting communities or not. Likewise, the secondary data will complement the primary data needed for the purpose of data analysis.

To generate the primary data, questionnaire was administered to the staff of the project at the three levels, i.e. Federal, States and Local Governments. The questionnaire designed for the officials was both close and open ended in order to allow the respondents express their views. The beneficiaries were engaged in an interview through Focus Group Discussion (FGD).

In addition to the questionnaire and the interview there was observation of the type of projects and activities that were put in place for the communities which are meant to assist in achieving the objectives of the Fadama Project in the two states. The checklist was formed based on the two projects' components. The observation will give the researcher the opportunity to see whether the facilities expected to be provided have been

put in place by the project such as: Roads; Bridges; Culverts; Dams constructed; Fridges; Cold rooms; Freezers provided; Grinding Machines; Watering Pumps; Generator Sets provided; Drying; Cooling shades constructed; Sample of Improved seedlings; Pesticides; pesticides; Silos provided; Hand Pumps; Concrete Open Wells; Tube Wells; Mono Pumps provided to the beneficiaries.

3.6 Types and Sources of Secondary Data

The secondary data primarily came from the following sources, which include among others;

- a. Project Implementation Manual
- b. Mid-term Project Report
- c. Project Completion Report
- d. Literature on Implementation
- e. Other Official Documents
- f. Journals and magazines

3.7 Method of Data Presentation and Analysis

This section of the dissertation discussed the type of statistical analysis instruments adopted in the presentation of the data. The study made use of both descriptive and inferential statistical tools. The former refers to the statistical methods which are used to describe and summarise data. This method only measures the Central Tendency (CT), variability, relationship and relative standing, (Amin: 2005:212). The latter are those statistical tools that are used in situations where a sample was drawn

from the population and the findings from the sample can be generalised to the population. In other words this method is used in testing hypothesis through Chi – square, t – test and analysis of variance. The descriptive analysis in this research was by way of an SPSS output.

The statistical method made use of the non-parametric test through chi-square analysis. The most widely used of all non-parametric tests is the chi-square, which is pronounced as ‘kya’ and a symbol χ^2 is applied (Owen and Jones, 1993) in (Akuezuilo: 2003:172). The essence of this method is that it is used to compare differences between observed and expected (theoretical) frequencies.

The formula for calculating the Chi-square (χ^2) is thus:

$$\chi^2 = \sum_i \sum_j \frac{(O_{ij} - E_{ij})^2}{E_{ij}}, \text{ this translated means:}$$

O_{ij} = observed frequencies in cell ij .

$$E_{ij} = \frac{(\text{row } i \text{ total})(\text{column } j \text{ total})}{\text{Sample size}}$$

The importance of Chi – square test is that it examines the extent to which the frequencies that are actually observed in the study differ significantly from the frequencies that are expected, if the null hypothesis (H_0) is true, (Osuala: 2005:173). The decision rule in the use of Chi-square is that: H_0 – null hypothesis is accepted if the calculated value is less than tabulated value. And if the calculated value is greater than the tabulated value the H_0 -null hypothesis is rejected, and the alternative (H_1) is accepted.

CHAPTER FOUR

4.0 AN OVERVIEW OF SECOND NATIONAL FADAMA PROJECT IN NIGERIA

4.1 Introduction

Small holder agriculture is the dominant occupation of rural Nigerians which is mainly rain-fed and characterized by low land and labor productivity. Noticeably Nigeria has potential comparative advantage in the production of a variety of fresh and processed high value crops, especially vegetables during the dry season and livestock product such as meat and milk and fisheries products throughout the year. This is so because the country is endowed with underground and surface water reserves, rich pastures and favorable agro-ecological conditions in the country's low-lying plains with alluvial deposits called Fadama, (Blench and Ingawa; 2004:15).

The Nigerian government in 1990 designed an agricultural programme which was aimed at reducing the level of poverty of the rural people by co-opting the stake holders in the design, implementation and management of the project. The project had its first

phase, which became operative in 1993 to 1999. The second phase which commenced in 2004 and terminated in 2013 and finally the third phase, which commenced in 2008 and terminated in 2013, but which was extended by two years. National development is predicated on the development of the rural areas plan of the government. Fadama is a World Bank development project, which was done in collaboration with the Federal Government of Nigerian to achieve the needed national development in the country.

The National Fadama II Project's objective, according to (NFDO: 2005:3) is sustainable increase in the incomes of Fadama users – those who depend directly or indirectly on Fadama resources (farmers, pastoralists, fisher folks, hunters, gatherers and service providers) through empowering communities to take charge of their own development agenda, and reduce conflict between Fadama users.

The objectives were to be achieved through investment in the following components and activities of the project. (NFDO: 2005:54):

- i. Infrastructure Development: the Project will finance small infrastructure including, feeder roads (rehabilitation and construction), culverts, boreholes, cattle troughs, fish drying equipments, drainage systems, agro-processing and marketing infrastructure such as (milk collection and refrigeration or cooling facilities), over night and longer term storage facilities, fish spawning pools, market sheds and community produce, drying floors, etc. The project is also to fund only activities for which there is consensus among beneficiaries who have agreed on how to operate and maintain the structures.

- ii. Capacity Building: the Project will support the capacity building of the beneficiaries to define their investment needs and strategies for attaining the desired objectives;
- iii. Advisory Services and Enterprise Development Support: special programmes will be targeted at various Fadama resource users seeking to build their capacities as entrepreneurs will be supported. Activities in this component would include promotion of savings and credit schemes by the community associations, building linkages between Fadama stakeholders and input suppliers and markets for their inputs and outputs. This would also include the building of capacities of farmers and other resource users to take maximum advantage of existing market opportunities, and project activities targeting such vulnerable groups as women, youth, children, pastoralists to ensure that all stakeholders benefit.
- iv. Project Coordination and Management: the Project will support the National, State and local Government agencies to enable them improve their services to ensure project success. Focus will be on providing well defined support to the Project Coordinating Unit (PCU) at the national level. At the state level consideration will be given to supporting state Fadama development office, as well as the local government, and Fadama community associations. The support will include the provision of infrastructure, equipment, technical assistance, training, etc.

4.2 National Fadama Project Implementation; 1993 – 2013.

The National Fadama Development Project is a major instrument for achieving the Government's poverty reduction objective in the rural areas of Nigeria. Its beneficiaries

are the private economic agents who achieve their livelihood directly or indirectly from the exploitation of the natural resources in the Fadama areas. The project is to empower the Fadama Community Associations with the resources and the needed training and technical assistance support to properly manage and control these resources for their own development. The Fadama Community Associations will take charge of their own destiny through real empowerment, (<http://kwarafadama.org.ng> :2013).

Poverty according to (Igbuzor, 2008: 56) is a term used to describe the socio-economic condition of a person or group of persons in a country. The term denotes in availability or inadequacy of means for an individual to take care of his basic needs such as food, health, clothing and shelter. In an attempt by government to reduce the level of poverty in the society, it decided to come up with a project which will address the problem of rural poverty. The project was mounted taking into consideration agriculture as the major source of income to the rural people in the country. Therefore, boosting the agricultural sector by way of investment by the government and other donor agencies in collaboration with the communities will go a long way in alleviating or reducing the level of poverty especially now that, the strategy that was adopted in the implementation of the project, which is the Community-Driven development (CDD) approach. The CDD approach takes into consideration the important role the stakeholders are going to play, right from the initiation, selection, financing and implementation of the project.

In an attempt to address the problem of rural poverty as highlighted earlier in this research, the government of Nigeria had adopted a new rural development strategy for

raising rural productivity and incomes. This strategy squarely rests on five pillar activities, which include:

- i. Increasing yields of farm products.
- ii. Producing high – value crops and livestock.
- iii. Reducing losses of crops, livestock, fish and other Fadama products and reducing cost of producer inputs,
- vi. Straitening the forward and backward linkages in the rural economy that stimulates investment, employment and incomes in rural non-farm enterprises, and
- v. Reducing conflict between various Fadama user groups.

To achieve the above objectives, the government has turned attention on issues like investment in infrastructure, reforming agricultural and rural research and advisory services, enhancing access to rural financial sources; and improving mechanisms to avoid and resolve conflict among resource users.

The National Fadama development project (NFDP) was initiated in 1993 and tagged as Fadama I project. The Fadama I was implemented within the period of 1993 and 1999. The project was established to ensure all year round production of crops in all the states of the federation through the exploitation of shallow aquifers and surface water potentials in each state using tube well, wash bore and petrol – driven pumps technology, World Bank, (1992). It was also designed to promote simple low-cost improved irrigation technology under the World Bank financing. From African Development Fund Appraisal Report (2003), it was reported that; “The wide spread adoption of the technologies

enabled farmers to increase production, by more than 300% in some cases in the states that implemented the Fadama I project.

Fadama I project according to (Nwachukwu, et al, 2008:9) was implemented from the beginning to the end, but not without lapses despite the increase in the productive capacity of the user groups. Major among the problems encountered were poor transportation, lack of infrastructure and non-inclusion in the project of participating communities. Others were problems of processing, storage and other downstream activities, conflict among resource users, which could have raised the output level to more than what was mentioned earlier.

The National Fadama project I project was implemented in six states which include; Bauchi, Gombe, Jigawa, Kano, Kebbi, and Zamfara, The project was financed by the World Bank in conjunction with the Federal, States, and Local governments as well as the participating communities. The contribution from each level was very vital to the success of the objectives of the project. As a result of the lapses during the implementation of the project, the government of Nigeria had sought support from the African Development Fund and other members of the international donor countries to replicate the success recorded in the project to other parts of the country, at the same time addressing the constraints which prevented recording greater success for the project.

With the completion of the implementation of National Fadama I project in 1999, the Federal Government adopted in 2001 a new Rural Development strategy which was meant to address the constraints encountered in the Fadama I project. The strategy was in line with African Development Bank strategy plan in its focus on poverty reduction

private sector promotion and participatory approaches to development. The strategy according to ADF, (2003) was to:

Stress the principles of non-intervention; consistency; sustainability and greater equity in access to and benefit of resources. The strategy aimed to contribute to food security and increased rural infrastructure facilities. Consequently, the Bank found it opportune to agree to the government request for financing of the Fadama Development project as a follow up to Fadama I.

The problems that were noticed in the Fadama I project along side with government new agricultural strategy led to the adoption of National Fadama II project. The project incorporated a shift in development strategy from public sector domination to a community-driven development (CDD) approach. Under this new approach, the provision of production, marketing, processing, financial and advisory services to project clients, will be private sector led (World Bank PIM; 2004:25)

Under the new strategy in Fadama II project, farmers and other stake holders were assisted to be organized into economically sustainable Fadama Resources User Groups (FRUGs), which will participate in the design of project activities, implementation and monitoring. The role of government under the CDD is to provide an effective policy and institutional environment through investments in improving relevant physical infrastructure, as well as make provision for goods of a public nature. Likewise, the government will put in place an appropriate regulatory system to ensure that project clients obtain regular supplies of the right quality of inputs and technical advice and up to date market information; and to ensure the sustainable and equitable exploitation of Fadama resources by all resource users.

There were two (2) Fadama projects going on at the same time financed by two separate agencies; one financed by World Bank and referred to as Second National Fadama Development Project, and the National Fadama II Development Project, financed by the African Development Bank. The former was implemented in twelve (12) states which include; Adamawa, Buchi, Gombe, Imo, Kaduna, Kebbi, Lagos, Niger, Ogun, Oyo, Taraba and the Federal Capital Territory, making them eighteen (18). And the latter was implemented in six (6) states, which include; Kogi, Katsina, Jigawa, Plateau, Kwara and Borno. (Echeme and Nwachukwu: 2010:54).

The conclusion of Fadama II project in 2008, which was extended to 2013, witnessed the beginning of the adoption of a new project tagged Fadama III project which commenced in the year 2008 and was to terminate by the end of 2013, but as well extended by two years, i.e. to 2015. This project was intended to continue operating on the basis of Community-driven development approach just like its counterpart, Fadama II. The reason for this was because the CDD approach has been tested and found suitable because of *its incorporation system to the implementation of the projects*.

The objectives of Fadama III project are to increase the income of users of rural land and water resources on a sustainable basis. The project was set to increase the incomes of the user groups, and as well reduce rural poverty, and in addition to increase food security and contribute to the achievement of a key Millennium Development Goal (MDG). Specifically, the project is as well aimed at increasing incomes of Fadama Resource Users by directly delivering resources to them i.e. (the beneficiary rural communities), efficiently and effectively; empowering them to collectively decide on

how resources are allocated and managed for their livelihood activities and to participate in the design and execution of their sub-project.

The objectives were to be achieved through the financing and implementation of five main components designed to transfer financial and technical resources to the beneficiary groups – the Fadama Community Associations in:

- i. institutional and social capital development;
- ii. Physical infrastructure for productive use;
- iii. Income generation and livelihood improvements;
- iv. Transfer and adoption of technological know-how; and
- v. implementation coordination.

4.3 Management and Coordination of Second National Fadama Implementation

The implementation of the Second National Fadama project was done in such a way that all those involved were included in the arrangement so that they become part and parcel of the implementation process. The implementation arrangement was done from the Federal, States, to the local governments and down to the local community beneficiaries. The project was implemented through the following institutional arrangements;

- i. Federal level project implementation; the National Fadama Development Office (NFDO) under project coordinating unit of the Federal Ministry of Agriculture and Rural development is responsible for the day-to-day coordination at the Federal level.
- ii. State level project implementation; the State Fadama Development Team (SFDT) established by the State Ministry of Agriculture and Natural Resources, with adequate

operational autonomy to manage the project according to the provisions of the Development Loan Agreement (DLA).

iii. Local level project implementation; the Local Fadama Desk Office (LFDO) will be housed within the Agricultural Department of each participating Local government.

iv. Community level project implementation; the Fadama Community Association (FCA) is an apex organization of Economic Interest Groups (EIG) which derive their livelihood from the shared natural resources of the Fadama.

v. Fadama User Groups; members of the Fadama User Groups (FUGs) are primary beneficiaries of the project. The size of the user groups ranges between 20 – 40 houses holds.

vi. Facilitators; under this, the Fadama Resource User Groups will require project assistance to constitute a Fadama cooperative associations as their apex organization; they will also require assistance in community needs assessment and rural participating appraisal. Facilitators will be hired by and report to the State Fadama Development Team (SFDT) on performance contracts.

vii. Service Providers; the service providers were meant to promote partnership in rural development, so that the project will promote the contracting of professional public/private support services required for implementing demand-driven productive and income generating sub-projects and advisory services activities. Below is the organizational chart of the project from national to local level.

The management and coordination of the project was done in an interrelated manner, in such a way that the Federal Ministry of Agriculture and Natural Resources

oversee the implementation process. But the key bodies involved are the states and the local Fadama development offices, which oversee the implementation at their own levels. The state Fadama development office coordinates the implementation process at the local Fadama development officers who liaise with the Fadama Community associations and the Fadama User Groups to ensure that the local development plans are implemented as developed.

The problems faced in the implementation of the Local Development Plans at the FUGs level was the issue of funds which was supposed to come from the state, local governments and the participating communities. From the official records in the Katsina state Fadama Development Office, it showed that the states and the local governments have been making their contributions to the project. But on interview with the FCAs and the FUGs, they complained of shortfall of counterpart funding from the states and the local governments, which they claim served as a factor to the problems they face during the implementation process of their LDPs.

Management and Coordination process has resulted in the following, according to Katsina State Project Completion Report (2013:12), that there were eight (8) number management staff and thirteen (13) supporting staff to effectively carry out their responsibilities within the period of time the state Fadama development office. Within the stated time, a total number of fifteen (15) meetings have been conducted by the state Fadama development committee, twenty six (26) local Fadama development committee, thirty two (32) financial monitoring reports have been made, twenty five (25) applications have been withdrawn, and twenty nine (29) internal audit reports were

prepared by the state Fadama development office. Also, a total number of eighty eight (88) monitoring visits to sub projects sites were carried out, twenty seven (27) quarterly reports have been made and also seven annual work plan budget were prepared since the inception of the project to 2013. Likewise four (4) missions were carried out in the state by the African Development Bank alongside the National Fadama Development Office, while ninety seven (97) different trainings have been conducted for the project staff in the state office.

In general, the management and of the project implementation was well coordinated through the chain of hierarchy, from Federal Ministry of Agriculture and Water Resources to the state Fadama Offices and the Local Fadama Development Offices. But, the core and important level is the local Fadama development office which interacts with the FCAs and the FUGs in the implementation process of their Local Fadama Development Plans through the guidance of the facilitators and the service providers.

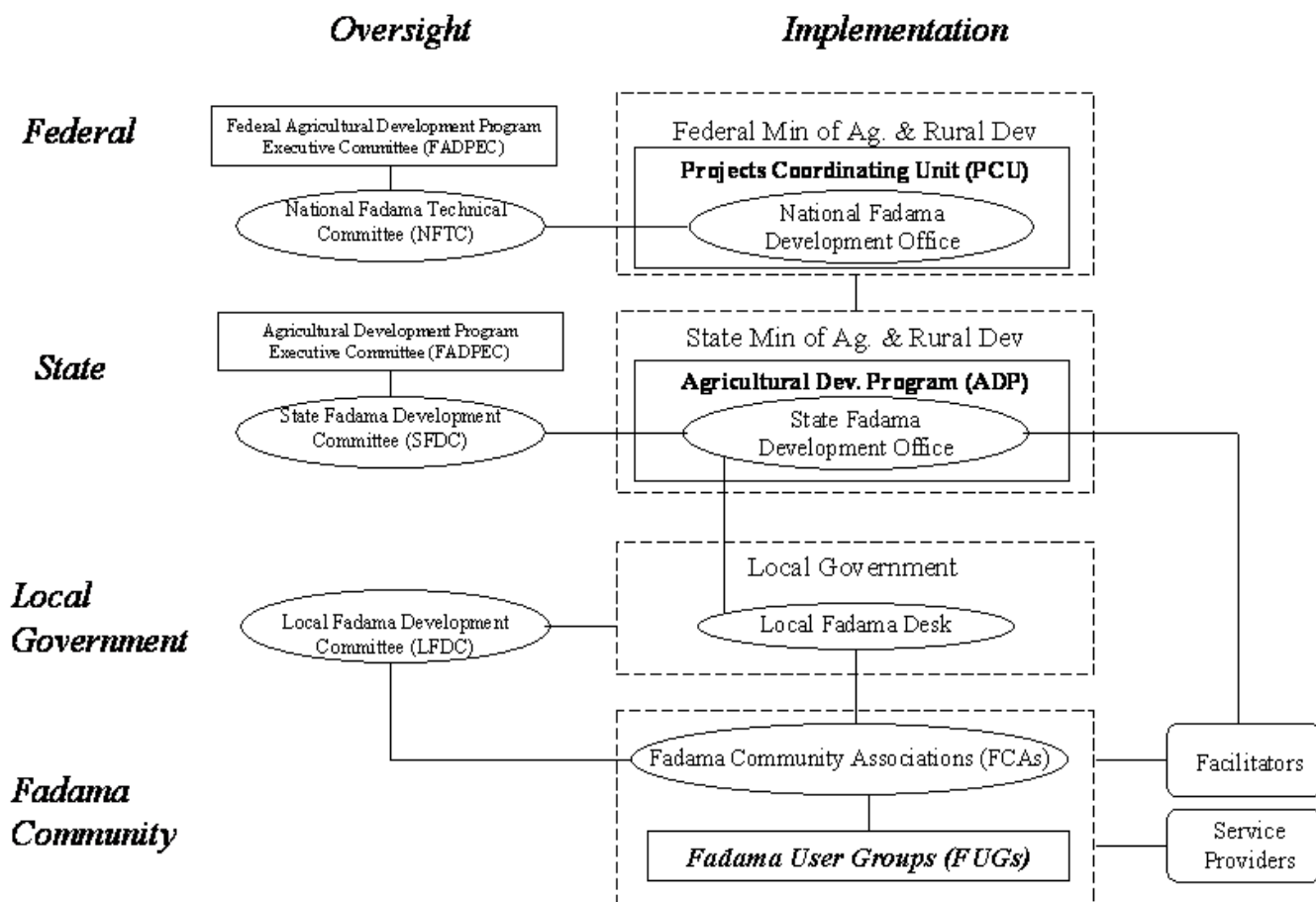
The monitoring and evaluation aspect is an integral part of the project management tool used to assess the progress of the project activities, identify critical implementation constraints and assess project impact and evaluate new opportunities. Monitoring and evaluation is a continuous process throughout the project life cycle which is measured against criteria and benchmark that was established against base line of the beneficiaries. The monitoring and evaluation also provide a midterm review of the project implementation to ensure compliance with project conditions, performance of the participating states and local governments. Below is an organizational chart showing the

oversight and implementation levels of the project from Federal to local government levels.

Likewise, on monitoring and evaluation according to Project Completion Report (2013:13), a total number of eighty eight (88) monitoring visits have been carried out by the state Fadama development office, while twenty seven (27) quarterly reports were made, eight (8) annual progress reports and seven (7) annual work plan budget have been prepared. In addition, fifty one (51) monthly review meetings have been conducted by the state Fadama development office from inception of the project to date. And finally, four (4) missions were carried out in the state by the African Development Bank and the National Fadama Development office.

Figure 4.1 Second National Fadama Development Project Organizational Chart

Fadama II: Organizational Chart



Source: World Bank Project Implementation Manual (PIM), 2004

a. Project Implementation

The federal-level Projects Coordinating Unit has as its mandate the coordination of donor-supported Projects under the FMARD and shall also coordinate activities for this Project. The PCU will establish a Project-specific *National Fadama Development Office* (NFDO) which will be responsible for day-to-day coordination at the federal level. The NFDO will serve as the secretariat for the *National Fadama Technical Committee* (NFTC) described below. The FMARD, through the PCU, shall appoint or hire a National Project Coordinator, with qualifications and experience under terms and conditions satisfactory to IDA. Other staff of the NFDO shall comprise: (i) Monitoring and Evaluation (M&E) Specialist, (ii) Procurement Specialist, (III) Community Development Specialist and the Focal Accountant in the FEM programme of PCU.

b. Project Coordination

FMARD shall establish a National Fadama Technical Committee (NFTC) as a Sub-Committee of the Federal Agricultural Development Project Executive Committee (FADPEC) which has as its mandate the general oversight of all agricultural projects. In contrast to the FADPEC, the NFTC, which will be chaired by the Permanent Secretary of FMARD, will serve as the specific technical advisory and coordination body of NFDO. The composition of the NFTC will include department heads of relevant departments in FMARD as well as representatives of the Federal Ministry of Environment (FME) and Federal Ministry of Water Resources (FMWR). It will also include coordinators of relevant donor- and Government-supported projects, such as the LEEMP, the Special Program on Food Security (SPFS), and Community Based Agriculture and Rural Development Programme (CBARDP). The National Fadama Technical Committee (NFTC) will meet quarterly and on demand.

Responsibilities of the NFTC are as follows:

- a. Ensure coordination of the Project with other relevant programs of the FMARD, other ministries and donors;
- b. Ensure appropriate linkage across the sub-sectors to avoid duplication and overlaps;
- c. Review state plans with respect to relevant sub-sector activities and make recommendations;
- d. Provide feedback to respective technical departments;
- e. Report quarterly to technical departments, FADPEC and IDA.

c. Project Oversight

Oversight of the Project will be provided by an existing institution, the Federal Agricultural Development Project Executive Committee (FADPEC). FADPEC is chaired by the Minister of FMARD with the Permanent Secretary as alternate. Membership includes Directors of technical departments and the PCU.

Responsibilities of FADPEC are as follows:

- a. Assess progress of implementation;
- b. Approve NFDO annual work plan and budget for funding (subject to review and approval by IDA);
- c. Approve amendments to the Project Implementation Manual and Implementation Plan;
- d. Review quarterly progress reports;
- e. Approve annual physical and financial reports, auditors reports and Project accounts; and
- f. Commission an independent team to undertake concurrent annual evaluation of the Project.

4.4 Second National Fadama Project Organizational Structure

4.4.1 National Offices

i. National Project Coordinator

The National Project Coordinator (NPC) is responsible for the coordination of the Project across participating States, as well as managing the National Fadama Coordination Office (NFCO) within the Federal Ministry of Agriculture and Water Resources (FMAWR).

ii. Senior Technical Operation Specialist (SOS)

The Project Senior Technical Operation Specialist Officer will report directly to the National Project Coordinator (NPC) and will be responsible for the provision of technical assistance to project implementation activities in the participating states.

iii. Senior Community Development, Gender and Youth Specialist

The Senior Community Development Gender and Youth Specialist (SCDS) will be responsible for overseeing activities under the capacity-building component 1.0 of the Project. He or she will coordinate activities concerning social mobilization, participatory appraisal training, and civil society involvement in the project, and help ensure that women are full participants in project processes and outputs.

iv. Senior Monitoring and Evaluation Specialist

The Senior Monitoring and Evaluation Specialist (SMES) will be responsible for overseeing activities under the Project Management component of the Project which pertain to tracking and evaluating implementation performance.

v. Monitoring and Evaluation Specialist

The monitoring and Evaluation Specialist (MES) will be responsible for overseeing activities under the Project Management component of the Project which pertain to tracking and evaluating implementation performance.

vi. Community Development Specialist

The Community Development Specialist (CDS) will be responsible for overseeing activities under the Capacity-building component of the Project. He or she will coordinate activities concerning social mobilization, participatory appraisal training, and

civil society involvement in the project, and help ensure that women are full participants in Project processes and outputs.

vii. Procurement Specialist

The Procurement Specialist (PS) will be responsible for the coordination of the procurement of goods, works and services financed under the Project.

viii. Environmental Specialist

The environmental officer will be responsible for coordination and supervision of environmental and social safeguards relating to implementation of the project. Responsibilities will include the coordination of implementation of the Environmental Management Plan, Resettlement Policy Framework and Pest Management Plan.

ix. Project Accountant

The Project Accountant (PA) will be responsible for supporting the implementation units in deploying Project resources with due attention to economy, efficiency and effectiveness.

x. Fadama Zonal Coordinator

The National Project Coordinator delegates responsibility for implementation Coordination function at the zonal level to the Zonal Fadama Coordinator.

The Zonal Fadama Coordinator (ZFC) will be responsible for the Coordination of the project in the participating States in his/her Zone as well as managing the Zonal Fadama Coordination Office (ZFCO) within the Zonal Office of the National Food Reserve Agency (NFRA).

4.4.2 State and Local Fadama Development Offices

i. State Project Coordinator

The State Project Coordinator (SPC) is responsible for the coordination Project activities in one of the participating State, as well as managing the State Fadama Coordination Office (SFCO).

ii. Monitoring and Evaluation Officer (MEO)

The Monitoring and Evaluation Officer (MEO) will be responsible for overseeing activities under the Project Management component of the Project which pertain to tracking and evaluating implementation performance.

iii. Community Development, Gender and Youth Officer

The Community Development Officer (CDO) will be responsible for overseeing activities under the Capacity-building component of the Project within the State. He or she will coordinate activities concerning social mobilization, participatory appraisal training, and civil society involvement in the Project.

iv. Procurement Officer

The Procurement Officer (PO) will be responsible for the coordination of the procurement of goods, works and services financed under the Project at the State level.

v. Rural Finance and Livelihood Activity Officer

The livelihood activity officer will be responsible for the overall coordination and thematic leadership of the productive asset acquisition component activities.

vi. Environmental Officer

The Environmental Officer (EO) will be responsible for coordination and supervision of environmental and social safeguards relating to implementation of the Project. Responsibilities will include the coordination of implementation of the Environmental Management Plan (EMP), Resettlement Policy Framework (RPF) and Pest Management Plan (PMP).

vii. State Training and Technical Assistance Officer (STTAO)

The Training and TA Officer will be responsible for coordinating capacity building, advisory services and through training and technical assistance in the state. He/She will further contribute to project-wide coordination of the technical advisory services activities through rotational with training / TA Officers of other States.

viii. Communications Officer:

The Communications Officer (CO) will be responsible for the coordination of all communication activities within the project component in the state. He or She will oversee as well as coordinate activities concerning public awareness, enlightenment and communication for behavioral change on the project by the beneficiaries and members of the public or targeted audience.

ix. Community Facilitator

Facilitators will be responsible for providing support to Fadama User Groups (FUGs) and their apex organizations – Fadama Community Associations, FCAs – in

Project approach and procedures, social mobilization, needs assessments, and local development planning, so that each FCA has prepared a Local Development Plan (LDP) with associated sub-projects which may be financed by the Project to address the priority needs of Fadama users. A woman and a man will be paired together for each FCA to ensure that the voices of women and men are heard and expressed equally.

x. Finance Officer

The Finance Officer (FO) will be responsible for supporting the implementation units in deploying Project resources with due attention to economy, efficiency and effectiveness.

4.5 Second National Fadama Development Project by (ADB) and the (WB)

4.5.1 ADB Fadama Project.

The Fadama II Development Project (FDP-II) is a follow-up to the successful implementation of the National Fadama Development Project (Fadama 1) over 1993-1999 with support from the World Bank. Fadama is a local word for low-lying flood plains usually with easily accessible shallow ground water.

The Fadama Development Project-II incorporates a shift in development strategy from public sector domination to a community- driven development (CDD) approach. Under the FDP the provision of production, marketing, financial and advisory services to project clients are private sector-led. Farmers and other stakeholders are being assisted to organize themselves into economically sustainable Fadama Resource User Groups (FRUGs), which participate in the design of project activities, monitoring and implementation. Government plays the catalytic roles of providing an enabling policy and

institutional environment through investments in improving relevant physical infrastructure as well as making provision for goods of a public nature.

The Fadama Development Project Sponsored by the African Development Bank was implemented in the six states of the federation namely Borno, Jigawa, Katsina, Kogi, Kwara and Plateau. The project is to last from 2004 to 2011 including extension period of 2 years. Based on the report of Fadama Community listing Survey conducted in 2007, there were 831 farm families, 11, 400 Fadama Farm Families as well as 81 Fadama sites in Katsina State that have benefitted from the project implementation.

The Fadama II African Development Bank Assistance was approved on December 10, 2003 and the loan agreement was signed on December 12, 2003. The loan entered into force on May 3, 2004 while the project becomes disbursement effective on July 26, 2005, (see appendix attached) above. The project is being implemented in ten Local Government Areas (LGAs) of the State namely Baure, Bindawa, Dutsinma, Faskari, Katsina, Kaita, Kankia, Kankara, Kafur and Mani.

Table 4.5.1.1 BASIC DATA FOR AFRICAN DEVELOPEMNT BANK FADAMA II PROJECT

i.	Country	Nigeria
ii.	Project Title	Fadama II Development Project
iii.	Loan Number	2100150007169
iv.	Borrower	Katsina State Government
v.	Executing Agency	Katsina State Agricultural and Rural Development Authority
vi.	Date of Appraisal	April 2004
vii.	Date of Loan Signature	May 27, 2004
viii.	Loan Entry Into Force	May 27, 2004

ix.	Commencement Date	July 2005			
x.	Completion Date	December 2013			
xi.	Date of Final Disbursement	June 30, 2013			
xii.	Total Project Cost	Amount at Appraisal			
		Agency	USD	UA	NGN
		ADfB			572,381,460.00
		State Govt			54,605,250.00
		Local Govt Council			63,000,000.00
		Beneficiary			28,295,316.00
		Total			718,282,026.00
		Amount As Revised			
		Agency	USD	UA	NGN
		ADfB			592,508,700.00
		State Govt			86,500,000.00
		Local Govt Council			100,000,000.00
		Beneficiary			30,297,418.20
		Total			809,306,118.20

Total Loan Amount:

UA3, 358,892.86

Source: Fadama II Project Implementation Manual, Katsina State 2003

a. Project's Objectives

The Project Development Objective is to reduce poverty by improving the living condition of the rural poor, contribute to food security and increase access to rural infrastructure. It is specially designed to enhance agricultural production, productivity and value addition for small holders and rural entrepreneurs in Fadama areas on a sustainable basis. The major thrust of the project is the Community Driven Development approach with strong emphasis on stakeholder participation especially at community level. A major implementation tool is the preparation of socially inclusive Community

Development Plans (CDPs) using participatory approach. Specifically the development objectives of the Project at the end of the six year period include:

- i. At least 50% of the Fadama Resource Users who benefited from the Project activities would have increased their average income by at least 20% compared to the baseline.
- ii. At least 60% of the Fadama Community Associations have successfully implemented the Community Development Plans (CDPs) and other Project supported activities.
- iii. Conflict among Fadama users have reduced by at least 75% compared to baseline data.

b. The project has three components namely;

- i. Capacity Building and Advisory services,
- ii. Infrastructure Investment and Project
- iii. Management and Coordination. Under the Project Management and Coordination, other components namely Procurement, Finance and Monitoring & Evaluation were enshrined to guide the management on issues relating to procurement and finance. While Monitoring was mainly to ensure all activities as contain in the work-plan and budget are carried out according to specification.

c. The major outputs of the project will be to:

- i. Enhance the capacity of resource users for participatory planning, project implementation, operation and maintenance.
- ii. Strengthen capacities for enterprise development and management.
- iii. Construct and maintain rural infrastructures including rural roads, irrigation infrastructure and sanitation, agro-processing and marketing facilities.
- iv. Establish demand driven technical assistance and advisory services to resources users
and

- v. Strengthen the capacities of project coordination and management units of federal, state and local government levels.

The design and implementation of Fadama Development Project II is participatory whereby potential beneficiary groups are assisted by Facilitators to collectively identify and prioritize their development and production needs and to design strategies for meeting the needs. Together the needs and strategies are summarized in the Community Development Plans (CDPs) at the levels of FCAs. A typical Community Development Plan (CDP) comprises the following:

- i. An agreed list of priority public infrastructure sub-projects that are technically and economically feasible, environmentally sustainable and consistent with existing development plans of local and state government authorities and that will contribute towards raising the productivity and incomes of all Fadama User Groups.
- ii. A list of priority advisory services needs.
- iii. Agreed mechanisms for financing the operations and maintenance of sub-projects investments (including levying user fees where appropriate).
- iv. A plan for training and building the capacity of FCAs in Financial Management, Community Based Procurement, social and environmental impact screening of sub-projects and other aspects of organization and management of the associations, a gender and poverty reduction plan and
- v. An agreed mechanism to manage and resolve conflicts especially concerning Fadama users rights (right to use without owing).

d. Project Design and Institutional Framework

The required institutions and offices for the implementation of the Project have been established, inaugurated and are functional which include the State Fadama Development Committees (KTSFDC), the State Fadama Development Team (SFDT), Local Fadama Development Committee (LFDC) and Local Fadama Desk (LFD) in all the ten participating Local Government Areas of the State and the various sub-committees of the established FCAs and FRUGs at the community level.

Expatriating on the importance and benefits of CDD approach, the Katsina State Fadama Development Office (KTFDO, 2007:13) explained that, “the Community Driven Development (CDD) approach is a process of empowering the target community with the required resources, training and technical support to take charge of their development agenda through a participatory process. The approach promote peaceful co-existence among the members of the community and team work as they can easily mobilized to address a common issue or problem, unlike the previous way projects were implemented without recourse to the target communities, the CDD approach gives the target beneficiaries the charge to choose the subprojects they need because they are the ones that know their problem and participate in their implementation through series of trainings”.

e. Functionality of the Project Institutional Arrangement

The Agricultural Development Project Executive Committee (ADPEC) had never had time to meet in Katsina State; this is due to the nature of its composition. The Katsina State Fadama Development Committee (SFDC) has been meeting as when due to give appropriate direction to the implementation and mainly to approve State Office Annual

Work Plan and Budget from inception of the Project to date. It held a total of 12 meetings to date.

The State Fadama Development Office (KTSFDO) has been established within Katsina State Agricultural and Rural Development Authority (KTARDA) and is responsible for the day to day implementation of Project activities with all the State Team members (SFDT) on board. The SFDT held 30 and 31 Management and Technical meetings respectively. LFDC and LFDT held 61 and 58 meetings respectively while FCAs and FRUGs held 833 and 12,258 meetings respectively. Also a total of 24 Facilitators Forum has been held and the Facilitators had made a total of 1,061 and 1,622 visits to their various FCAs and FRUGs respectively.

Explaining the importance of the decentralization effects of the project, the Katsina state Fadama Development Office in its (Midterm Report, 2008:24) has this to say; the decentralization concept of the Project has been helpful in the project implementation whereby different target groups which have been formed based on their common interest, economic activity or occupation are given the chance of identifying and implementing their needs. However, the chance of women and marginalized groups is limited by none provision of specific types of sub-projects that will directly affects them most, especially pilot asset.

f. Relationship with other Agencies

Coordinating and collaboration existing between the Project, State Ministry of Agriculture and Natural Resources, KTARDA and with other sister Projects in the State especially IFAD/CBARDP, EEC/KTSG, LEEMP, NAPEP SPFS etc, especially in the

harmonization of similar activities. The Project use KTARDA and IFAD facilities for its take off and is presently using EEC/KTSG Training Hall for some its trainings and other activities.

At the Local Government level, the Project had collaborated with sister Projects where they exists especially IFAD/CBARDP and LEEMP. It had also coordinated with Social Welfare Office with respect to existing cooperative societies existing in the participating Local Government Area.

g. Project Execution

The Project Implementation Unit (PIU) is headed by the State Project Coordinator and supported by seven (7) sub-component heads viz:- Community Development Officer (CDO), Rural Infrastructure Specialist (RIS), Procurement Officer (PO), Environmental Officer (EO), Finance Officer (FO), Advisory Services Officer (ASO) and Monitoring and Evaluation Officer (M & E O). The project took off in the state in June, 2004 with the constitution of Project Implementation Unit (PIU) having been cleared by the Bank (ADB).

The activities of the project consist of the preparation of Annual Work Plans and Budgets, Procurement activities, Formation and Registration of Economic Interest Groups and ensuring that the groups are functional and sustainable. Other activities includes: Implementation of approved and funded Community Development Plans (CDPs), processing and disbursement of funds to Fadama groups for their sub-projects.

At the Local Government level, Local Fadama Desk Offices were established for coordination of Fadama activities at community level. At the State level, a total of eight (8) PIU staff including the State Project Coordinator coordinates Fadama activities at that level. There are also seventeen support staff in the State Office.

At the Local Government level, ten (10) Desk Officers were deployed from the Local Government Agricultural Department to the Local Fadama Desk Offices to coordinate the activities of the project at the Local Government level.

4.5.2 World Bank Fadama Project in Kaduna State.

a. Project's Objectives

The following performance indicators will be used to measure success of the Project by the end of year six:

- i. at least 50 percent of male and female Fadama resource users who benefit from Project-supported activities increase their average real incomes by 20 percent compared to the baseline;
- ii. at least 60 percent of Fadama community associations (FCAs) have successfully implemented their LDPs and other Project-supported activities.
- iii. conflict between Fadama users has been reduced by at least 75 percent compared to baseline data.

b. Components of the Project

i. Capacity Building

This component will support measures to build the capacity of Fadama Community Associations (FCAs) and their constituent Fadama User Groups (FUGs) to access Project advisory services and financing.

ii. Rural Infrastructure Investments;

The infrastructure include things like; fish drying equipment, boreholes, water catchments, drainage systems, irrigation systems, agro-processing, resting points along stock routes, livestock watering points (boreholes, water pumping machines, overhead tanks, water troughs) and marketing infrastructure (village markets, milk collection facilities), storage facilities, fish spawning pools, rehabilitation of small feeder roads, and culverts, drifts and stock routes.

iii. Pilot Productive Asset Acquisition Support;

The overall objective of this component is to enhance the improvements in Fadama User's productivity and income by facilitating the acquisition of productive assets by individuals or Fadama users groups. This objective will be achieved by developing the clients' enterprise management skills, capacity to mobilize their own funds and by providing matching grants for income-generating activities (IGAs) to Fadama user groups. The pilot will promote the acquisition of productive assets and reduce the impact of market failures in the rural finance sector on the poor Fadama user groups through matching grants.

iv. Demand Responsive Advisory Services;

This component supports advisory services that will enable Fadama users to adopt output-enhancing techniques and more profitable marketing practices in their Fadama enterprises. The Project will finance: (a) advisory services that will accompany new investment activities in Fadama areas, on request by the user groups; (b) advisory services that will support ongoing activities by Fadama users.

v. Project Management and Monitoring & Evaluation;

This component comprises the following subcomponents: (a) Project Management and Coordination; (b) Support to FMARD; and (c) Monitoring and Evaluation.

vi. Project Management and Coordination;

The Project management sub-component will support new or existing institutional entities and mechanisms at the federal, state and local levels of government for overall Project coordination and supervision and will help to strengthen the effectiveness and quality of Project operations. It will support at the federal level the *National Fadama*

Development Office (NFDO), which is attached to the Project Coordination Unit of FMARD, and which will be responsible for overall Project coordination. The component will also support the *State Fadama Development Office* (SFDO), housed at the ADP.

At the local government level, the Project will support a *Local Fadama Desk* (LFD) and multi-stakeholder committee which will be responsible for, respectively, screening and approving LDPs and subproject proposals submitted by the FCAs.

vii. Monitoring and Evaluation;

The *Monitoring & Evaluation* (M&E) system sub-component will measure performance at various Project milestones and has two elements: (i) management information systems (MIS); and (ii) impact evaluations and beneficiary assessments. This sub-component will finance the establishment of M&E mechanisms at the SFDO and NFDO levels, including a new or up-grade of the Management Information System to monitor and evaluate implementation of the Project.

The preparation of Local Development Plans should cut across components with the Monitoring and Evaluation Officer in the State taking the lead, as this is a planning tool. The minimum qualification of Officers at the Desk should not be less than a University degree or its equivalent, with Agricultural background and such candidate must be computer literate. The selection should be acceptable to the SFDO.

c. Overview of Project Implementation

According to the Project Implementation Manual of the World Bank, (PIM: 2004), the Federal Ministry of Agriculture and Rural Development (FMARD), as executing agency, will have overall responsibility for implementation of the Project . However, since most of the Project's administrative, financial and implementation arrangements

will be decentralized and demand-driven, critical decisions will take place at the community level — within the *Fadama Community Associations* (FCAs) and the local organizations or *Fadama User Groups* (FUGs) which support them.

Consistent with the Community-Driven Development approach, the primary implementation entity for the Project is the beneficiaries themselves. The key local-level institution is the Fadama Community Association (FCAs), which represents groups of rural citizens with a common economic interest organized into legally constituted civil associations. FCAs identify, prepare, implement, supervise, operate and maintain their subprojects, assisted by technical specialists whom they contract directly and by technical assistance and training made available through the SFDOs.

d. State-Level Project Implementation

Each State Ministry of Agricultural and Natural Resources (SMANR) shall establish a State Fadama Development Office (SFDO) to be housed within the Agricultural Development Program (ADP).

The SFDO shall be given adequate operational autonomy for it to enjoy the flexibility and credibility to serve the diversity of public/private/civil society stakeholders which are its primary clients with efficiency and due diligence. It will report on a quarterly basis to the State Fadama Development Committee (SFDC), described below. The SFDO will be responsible for general coordination of the technical and financial aspects of the Project in each state. The SFDO will be given operational autonomy to manage Project implementation in accordance with the provisions of the Development Credit Agreement (DCA).

The SMANR shall appoint a State Project Coordinator, with qualifications and experience under terms and conditions satisfactory to IDA and Government. Other staff of the SFDO shall comprise: (i) M&E officer, (ii) Finance Officer, (iii) Environmental Officer; (iv) Community Development and Gender Officer; (v) Communication Officer; and (vi) Advisory Services Officer. A Procurement Officer will be seconded from the ADP while a Finance Officer will be assigned to the SFDO from the office of the Accountant General of the State.

Responsibilities of the SFDO are as follows:

- a. Prepare the Annual Work Plan and budget to be submitted to the SFDC and NFDO;
- b. Liaise with PFMU with the objective of ensuring proper and timely provision of IDA resources and release of state counterpart funds for the implementation of Project activities.
- c. Promote broad dissemination of the Project and its components, directly and/or in partnership with the Facilitators, in all Local Governments that comprise the Fadama areas, with the objective of allowing all FCAs and non-governmental organizations to understand the Project's goals, guidelines, eligibility criteria, coverage and operational mechanisms, and encourage them to participate;
- d. Provide technical assistance in launching rural participatory processes through organized training of trainers and then at the FCA level for the elaboration of the LDPs;
- e. Sign grant agreements with FCAs whose subprojects have been approved;
- f. Process approved subprojects and transfer resources in tranches to FCAs;
- g. Ensure compliance with environmental guidelines for the approval and implementation of subprojects;

- h. Prepare and submit accounting statements and carry out, through independent auditors, the annual financial audit of the Project, according to the frequency and terms of reference agreed with IDA;
- i. Establish and operate a computerized MIS for Project monitoring and evaluation, including data on subprojects and financial transactions/disbursements;
- j. Prepare or contract out studies to evaluate the impact of subprojects and provide feedback on the implementation process through: (i) annual physical performance studies, to assess the quality and sustainability of subprojects financed most frequently by the Project and to evaluate the procedures used by communities to acquire goods, works and services; and (ii) detailed evaluation, to be carried out at mid-term review, including consultations and impact evaluation (baseline and final evaluation), as perceived by FCAs.

e. State-Level Project Coordination

The State Fadama Development Committee (SFDC), a sub-committee of the Agricultural Development Project Executive Committee (ADPEC), will serve as the coordinating body of the SFDO, with function analogous to those of the federal-level NFDC. It will be chaired by the Permanent Secretary of SMANR, who may delegate chairmanship to the Program Manager/Managing Director of the ADP. Other members will include the directors of relevant technical departments of SMANR and representatives of the State Ministry of Environment (FME) and State Ministry of Water Resources (FMWR)., with the SFDO as Secretariat, as well as members of civil society and the private sector. Representation of the public sector in the SFDC is not to exceed fifty (50) percent.

It will meet quarterly to assess progress of implementation, and review and approve work plans and budgets. The SFDO will serve as the secretariat for the SFDC.

Responsibilities of the SFDC are as follows:

- a. Review SFDO Annual Work Plan and budget for funding;
 - b. Articulate sector policies and ensure compliance during implementation;
 - c. Ensure appropriate linkages across the sub-sectors to avoid duplication and overlaps;
 - d. Review quarterly progress reports;
 - e. Approve annual physical and financial reports, auditors reports and Project accounts;
- and
- f. Commission an independent team to undertake concurrent annual evaluation of the Project.

e. State-Level Project Oversight

The Agricultural Development Project Executive Committee (ADPEC) is analogous to the FADPEC at the federal level. It is chaired by the State Governor, with members from ministries of Finance, Works, Economic Development, as well as representatives of women's groups, the private sector, and producers' organizations.

The responsibilities of ADPEC with respect to the Project are as follows:

- a. Assess progress of implementation;
- b. Approve Annual Work plan and budget for funding after review by SFDC;
- c. Review quarterly progress reports; and
- d. Approve annual physical and financial reports, auditors reports and Project accounts.

f. Local-Level Project Implementation

The Local Fadama Desk will be housed within the Agriculture Department of each participating local Government. It will report to and serve as secretariat of the *Local Fadama Development Committee* (LFDC) which is described below. The Desk will comprise two civil servants from the local government.

Responsibilities of the LFD are as follows are as follows:

- a. Collection of LDPs submitted by the FCAs;
- b. Screening of the LDPs to ensure that they conform to the checklist of criteria specified in the PIM and: (i) submitting the screened LDPs which have been cleared to the LFDC for appropriate action; (ii) returning the rejected LDPs to the FCAs with specific recommendations on how these can be improved for resubmission;
 - a. Convening meetings of the LFDC to review and approve the LDPs.
 - b. Monitoring of community mobilization efforts;
 - c. Ensuring that FCA priorities are reflected in the LDPs;
 - d. Help coordinate technical assistance from relevant Ministries to support the Advisory Services component of the Project;
 - e. Screen subproject proposals emerging from the LDPs;

g. Local-Level Project Coordination and Sub-Project Approval

The *Local Fadama Development Committee* (LFDC) will be established by SFDO with the assistance of the Project-supported facilitators. The LFDC will be chaired by the chairperson of the Local Government Council (LGC) or his representative; a traditional or community leader designated by the FCAs will serve as the deputy chairperson. The Local Fadama Desk will serve as its secretariat. The LFDCs will determine the

investment priorities of the communities of their jurisdiction, review and approve subprojects submitted by FCAs and ensure consistency with the agreed investment priorities and the programs elaborated in the LDPs as well as the applicable guidelines specified in the PIM. The LFDCs will also be responsible for monitoring community mobilization efforts and ensuring that the needs and priorities of Fadama resource users are reflected in the LDPs, and is specifically responsible for:

- a. Review and approve LDPs which have been screened against a subproject checklist of criteria by the LFD;
- b. Review and approve proposed subprojects from the FCAs;
- c. Transmit approved subprojects to the SFDO for funding;
- d. Harmonize agricultural projects within the Local Government Area to avoid duplication and ensure judicious use of scarce resources.

Membership of the LFDC is not to exceed twelve (12) persons. As the key decision-making body in the Project, it is imperative that the composition of the LFDC is carefully selected to represent a broad spectrum of stakeholders. Not more than 1/3 of the membership of the LFDC shall comprise of public servants. To ensure representation of women's perspectives on Fadama development, one quarter of the membership shall be women.

Community-Level Project Implementation: Fadama Community Associations (FCAs)

The Fadama Community Association is an apex organization of economic interest groups which derive their livelihood from the shared natural resources of the Fadama. These FCAs are entities created for the Project and will be registered according to existing local and state laws. They identify, prepare, implement, operate and maintain

their subprojects, assisted by facilitators and technical specialists whom they contract either through the State Fadama Development Office or directly, and through technical assistance and training made available by the SFDO.

The number of FCAs in a particular Local Government Area (LGA) will depend on the size of the Fadama area, the population of the area and the number of FUGs. The role of the FCA's is to link FUGs with the Project resources to facilitate capacity-building, advisory services and investment financing of their development activities. To gain such access, FCAs must meet specific eligibility criteria and follow specific procedures, outlined in chapter 4 of this manual. Once subprojects are approved by the Local Fadama Development Committee, FCAs can access a share of the costs for design and implementation. Subproject agreements are signed between the SFDO and FCAs. These agreements spell out the terms and conditions for the funding, execution, ownership, operation and maintenance of the approved subprojects. Resources are then transferred directly from the state level Special Account (PFMU) to the FCA's bank account.

The responsibilities of Fadama Community Associations are as follows:

- i. Become registered as a legal entity in accordance with existing local and state laws;
- ii. Elect a management committee, including a monitoring committee;
- iii. Assign representatives to the LFDC meetings, on the condition that no FCA should be allowed to review or approve their own LDP or subproject in order to avoid any potential conflict of interest;
- iv. Identify, through a consensus-building process, priority investments for the members they represent;

- v. Use technical assistance, if needed, to prepare subproject proposals that deal with members' priority concerns;
- vi. Ensure that all required procedural and substantive elements are contained in the LDPs, particularly to ensure that a broad range of constituents have participated in LDP preparation;
- vii. Ensure that all members receive appropriate training;
- viii. Prepare a LDP, following a participatory and socially-inclusive process and ensure timely submission to the LFD.
- ix. Sign any necessary agreements with the Project and with service providers;
- x. Open a specific bank account to receive subproject funds;
- xi. Open a specific account for deposits of FCA member funds, for a revolving investment recovery fund;
- xii. Carry out approved and agreed upon activities, with responsibility for members' contributions to the financing of such activities;
- xiii. Contract goods and technical assistance to develop operation and maintenance programs and techniques;
- xiv. Operate and maintain subprojects, with responsibility for collecting user fees that ensure the resources needed for the operation, maintenance and future replacement of financed investments;
- xv. Be equipped with physical and financial control instruments; and
- xvi. Keep records of bookkeeping and other relevant information for Project supervision missions.

Membership of the FCA management committee is not to exceed twelve (12) persons.

The FCA will have a management committee, consisting of:

a chairperson;

a treasurer;

a secretary;

a maintenance sub-committee (3 persons);

a monitoring and evaluation sub-committee (3 persons); and

a procurement sub-committee (3 persons).

The committee will be transparently elected and should include representatives of different user groups. To ensure the representation of women on the committee, it is proposed that at least one quarter of the membership of the FCA management committee should be reserved for women.

h. Community-Level Project Implementation: Fadama User Groups

Members of Fadama User Groups (FUGs) are the primary beneficiaries of the Project. A user group will be defined by the members themselves. The size of a Fadama User Group is projected to be between twenty and thirty households and as such, may comprise from 150 to 350 individuals.

The Fadama lands are used for a range of purposes by different user groups. In the context of this Project, the FUGs may be organized via the following economic activities:

Fadama user associations

pastoralists (sedentary or nomad)

hunters

fishermen

gatherers of edibles and non-edible plants

food and crop processing, marketing and distribution

other economic interest groups

Each user group will have an association that represents its interests.

Fadama User Groups Responsibilities are as follows:

- a. Select a management committee, including a monitoring committee;
- b. represent members at the FCA level and sign any necessary agreements;
- c. identify, through a consensus-building process, priority investments for the members they represent;
- d. use technical assistance, if needed, to prepare subproject proposals that deal with members' priority concerns;
- e. open a specific bank account to receive subproject funds;
- f. open a specific account for deposits of members' funds, or for a revolving investment recovery fund, etc.;
- g. carry out approved and agreed activities, with the member's commitment to make contributions towards the financing of such activities;
- h. be equipped with physical and financial control instruments;
- i. operate and maintain subprojects, with responsibility for collecting user fees to fund the operation, maintenance and future replacement of financed investments; and
- j. keep records of bookkeeping and other relevant information for Project supervision missions.

The FUG will have a management committee not exceeding twelve (12) persons, consisting of :

a chairperson;

a treasurer;

a secretary;

a maintenance sub-committee (3 persons);

a monitoring and evaluation sub-committee (3 persons); and

a procurement sub-committee (3 persons).

The FUG management committee will be transparently elected.

i. Facilitators

FUGs will require Project assistance to constitute an FCA, as their apex organization and they will require assistance in community needs assessment and rural participatory appraisal. Facilitators will be hired by and report to the SFDO on performance contracts. More details on the role of facilitators are contained in the description of Component 1

Responsibilities of Facilitators are as follows:

- a. Introduce and sensitize FUG members to the goals and procedures of the Project;
- b. Assist with the formation of FCAs;
- c. Liaise with the Local Fadama Desk;
- d. Facilitate needs assessments for FUGs;
- e. Preparation of LDPs; and
- f. Raising awareness about the environmental implications of subproject implementation;

j. Service Providers

To promote partnerships in rural development, the Project will promote the contracting of professional public/private support services required for implementing

demand-driven productive and income generating subprojects and advisory services activities.

Qualified Service Providers to be considered under the Project are:

Public sector departments:

-Agricultural Development Programs (ADPs), National Livestock Projects Division (NLDP), Training and Research Institutes, Universities;

Individual consultants;

Artisans;

Private entrepreneurs;

Community groups; and

Non Governmental Organizations and qualified civil associations

CHAPTER FIVE

DATA PRESENTATION AND ANALYSIS

5.0 Introduction

This chapter presents, analyze and discusses data from both Primary and secondary sources.

5.1 Summary of Questionnaires Administered and Retrieved.

Table 5.1.1 Questionnaires Administered and Retrieved by Fadama Officials

S/N	RESPONDENTS	QUESTIONNAIRE ADMINISTERD	QUESTIONNAIRE RETURNED	PERCENTAGE
1	FEDERAL	10	10	28.57
2	KADUNA	13	13	37.14
3	KATSINA	12	12	34.29
	TOTAL	35	35	100

Source: Survey by the Researcher, 2014

A total of thirty five (35) questionnaires were distributed to the officials of the Fadama II project in the two states including the National office. All the questionnaires were completed and retrieved for analysis without any one missing. This was possible because the officers entrusted with the distribution and collections of the questionnaires were people of high integrity.

5.2 SOCIO-ECONOMIC PROFILE OF THE RESPONDENTS

TABLE 5.2.1: GENDER OF THE RESPONDENTS

STATE	Frequency	Percent	Valid Percent	Cumulative Percentage
FEDERAL Valid MALE	10	100.0	100.0	100.0
KADUNA Valid MALE	14	100.0	100.0	100.0
KATSINA Valid FEMALE	1	9.1	9.1	9.1
MALE	10	90.9	90.9	100.0
Total	11	100.0	100.0	

Source: SPSS generated data, 2014

Table 5.2.1 above, the data show that there is only one female staff from Katsina state Fadama office which represents 9.1 per cent of the eleven staff in the state Fadama office while the remaining thirty four respondents were all males representing 90.9 per cent. This as well shows that the inclusion of female in the implementation of the project is not a major factor to consider or that the project is not gender sensitive.

TABLE 5.2.2: AGE OF THE RESPONDENTS

STATE	Frequency	Percent	Valid Percent	Cumulative Percent
FEDEARAL Valid	21-30	2	20.0	20.0
	31-40	3	30.0	50.0
	41-50	3	30.0	80.0
	51 AND ABOVE	2	20.0	100.0
	Total	10	100.0	100.0
KADUNA Valid	18-20	1	7.1	7.1
	21-30	1	7.1	14.3
	31-40	5	35.7	50.0
	41-50	5	35.7	85.7
	51 AND ABOVE	2	14.3	100.0
	Total	14	100.0	100.0
KATSINA Valid	18-20	1	9.1	9.1
	21-30	2	18.2	27.3
	31-40	5	45.5	72.7
	41-50	2	18.2	90.9
	51 AND ABOVE	1	9.1	100.0
	Total	11	100.0	100.0

Source: SPSS generated data, 2014

Table 5.2.2 above shows the age distribution of the official respondents of the project sponsored by the two bodies. The distribution limit of 31-40 and 41-50 years constitute the majority of the officials in Federal and Kaduna state project implementation offices. While the responses from Katsina state Fadama office shows that age range between 31-40 years representing 45.5 per cent constituted the majority.

TABLE 5.2.3: EDUCATIONAL LEVEL

STATE			Frequency	Percent	Valid Percent	Cumulative Perce
FEDEARAL	Valid	POSTGRADUATE	3	30.0	30.0	30.0
		DEGREE/HND	5	50.0	50.0	80.0
		NCE/DIPLOMA/ND	2	20.0	20.0	100.0
		Total	10	100.0	100.0	
KADUNA	Valid	POSTGRADUATE	1	7.1	7.1	7.1
		DEGREE/HND	6	42.9	42.9	50.0
		NCE/DIPLOMA/ND	5	35.7	35.7	85.7
		SSCE/NECO/WAEC	2	14.3	14.3	100.0
		Total	14	100.0	100.0	
KATSINA	Valid	POSTGRADUATE	2	18.2	18.2	18.2
		DEGREE/HND	4	36.4	36.4	54.5
		NCE/DIPLOMA/ND	4	36.4	36.4	90.9
		SSCE/NECO/WAEC	1	9.1	9.1	100.0
		Total	11	100.0	100.0	

Source: SPSS generated data, 2014

Table 5.2.3 above shows that at National Fadama implementation office, Postgraduate and Degree/Higher National Diploma (HND) holders constituted the majority in terms of qualification with 30.0 and 50.0 per cent respectively. And from Kaduna states Fadama office, respondents with Degree/HND and NCE/DILOMA/ND constituted the majority with 42.9 and 35.7 per cent. So also from Katsina state Fadama office, respondents with Degree/HND and NCE/DILOMA/ND constituted the majority with 36.4 per cent each.

TABLE 5.2.4: MARITAL STATUS

STATE			Frequency	Percent	Valid Percent	Cumulative Percent
FEDEARAL	Valid	MARRIED	8	80.0	80.0	80.0
		WIDOWED	1	10.0	10.0	90.0
		SEPARATED	1	10.0	10.0	100.0
		Total	10	100.0	100.0	
KADUNA	Valid	SINGLE	1	7.1	7.1	7.1
		MARRIED	9	64.3	64.3	71.4
		DIVORCED	2	14.3	14.3	85.7
		WIDOWED	1	7.1	7.1	92.9
		SEPARATED	1	7.1	7.1	100.0
		Total	14	100.0	100.0	
KATSINA	Valid	SINGLE	1	9.1	9.1	9.1
		MARRIED	8	72.7	72.7	81.8
		DIVORCED	1	9.1	9.1	90.9
		SEPARATED	1	9.1	9.1	100.0
		Total	11	100.0	100.0	

Source: SPSS generated data, 2014

Table 5.2.4 above shows that majority of the respondents are married officers, with 80.0 per cent from Federal level; 64.3 per cent from Kaduna state; and 72.7 per cent from Katsina state office. Likewise there are three cases of divorcees and three widows from the three level of the project implementation.

TABLE 5.2 5: YEARS SPENT IN THE SERVICE

STATE	Frequency	Percent	Valid Percent	Cumulative Percent	
FEDERAL Valid	6-15 YEARS	3	30.0	30.0	30.0
	16-21 YEARS	3	30.0	30.0	60.0
	21-30 YEARS	3	30.0	30.0	90.0
	31-35 YEARS	1	10.0	10.0	100.0
	Total	10	100.0	100.0	
KADUNA Valid	1-5 YEARS	1	7.1	7.1	7.1
	6-15 YEARS	3	21.4	21.4	28.6
	16-21 YEARS	6	42.9	42.9	71.4
	21-30 YEARS	4	28.6	28.6	100.0
	Total	14	100.0	100.0	
KATSINA Valid	1-5 YEARS	1	9.1	9.1	9.1
	6-15 YEARS	1	9.1	9.1	18.2
	16-21 YEARS	4	36.4	36.4	54.5
	21-30 YEARS	4	36.4	36.4	90.9
	Total	11	100.0	100.0	

Source: SPSS generated data, 2014

From table 5.2.5 above it shows that the years put in the service vary from the three levels of the project implementation. At Federal level, the age range between 6-15, 16-21 and 21-30 representing 30.0 per cent each, while Kaduna state, the age range between 16-21 and 21-30 constitute the majority with 42.9 and 28.6 per cent respectively. And from Katsina state, the age range of 16-21 and 21-30 years constituted the majority

with 36.4 each. The years in the service are important ingredients in the discharge of duties because of the experience garnered by the officers.

Assessment of Fadama Activities in Kaduna and Katsina states

TABLE 5.2.6: RESPONDENTS ASSESSMENT OF THE EFFECTIVENESS OF THE COMMUNITY-DRIVEN DEVELOPMENT APPROACH

STATE			Frequency	Percent	Valid Percent	Cumulative Percent
Federal	Valid	VERY EFFECTIVE	4	40.0	40.0	40.0
		EFFECTIVE	4	40.0	40.0	80.0
		UNDECIDED	1	10.0	10.0	90.0
		VERY INEFFECTIVE	1	10.0	10.0	100.0
		Total	10	100.0	100.0	
Kaduna	Valid	VERY EFFECTIVE	8	57.1	57.1	57.1
		EFFECTIVE	3	21.4	21.4	78.6
		UNDECIDED	2	14.3	14.3	92.9
		VERY INEFFECTIVE	1	7.1	7.1	100.0
		Total	14	100.0	100.0	
Katsina	Valid	VERY EFFECTIVE	6	54.5	54.5	54.5
		EFFECTIVE	3	27.3	27.3	81.8
		UNDECIDED	1	9.1	9.1	90.9
		INEFFECTIVE	1	9.1	9.1	100.0
		Total	11	100.0	100.0	

Source: SPSS generated data, 2014

Table 5.2.6 above shows an assessment of the strategy applied in the implementation of the project, which is Community Driven Development (CDD). The strategy takes into cognizance the Community assets as the key in the development of the

rural areas. The CDD treats poor people as assets and partners in development process, which build on their institutional resources.

The responses show that at Federal level the officials have rated the strategy as very effective and effective with 40.0 per cent respectively, while 57.1 and 21.4 of the respondents from Kaduna state have rated the strategy as very effective and effective respectively. While the Katsina state officials have rated the strategy as very effective and effective with 54.5 and 27.3 per cent respectively.

The differences in opinion was expressed in the Borrower Project Completion Report (2013:15) by the Katsina state officials of the ADB project in which they complained about how the project was implemented in this way; “however, the Project’s Community-Driven Development procedure is limited due to the supply driven nature of the subprojects which have been specified in terms of type, number or allocation of subproject per States and Local Governments without taking into consideration the needs of the different beneficiaries and geographical nature of the different States, especially with respect to civil works”.

TABLE 5.2.7: THE BENEFICIARIES ARE INVOLVED IN THE PLANNING AND IMPLEMENTATION PROCESS OF THE PROJECT

STATE			Frequency	Percent	Valid Percent	Cumulative Percent
Federal	Valid	STRONGLY AGREE	6	60.0	60.0	60.0
		AGREE	3	30.0	30.0	90.0
		DISAGREE	1	10.0	10.0	100.0
		Total	10	100.0	100.0	
Kaduna	Valid	STRONGLY AGREE	7	50.0	50.0	50.0
		AGREE	5	35.7	35.7	85.7
		DISAGREE	1	7.1	7.1	92.9
		STRONGLY DISAGREE	1	7.1	7.1	100.0
		Total	14	100.0	100.0	
Katsina	Valid	STRONGLY AGREE	5	45.5	45.5	45.5
		AGREE	4	36.4	36.4	81.8
		UNDECIDED	1	9.1	9.1	90.9
		DISAGREE	1	9.1	9.1	100.0
		Total	11	100.0	100.0	

Source: SPSS generated data, 2014

Involvement of the beneficiaries in the planning and implementation is key factor to the project's strategy, which is the CDD. This led the researcher to ask questions on whether the beneficiaries have been involved or not. From the responses above on the official's side, it shows that the beneficiaries have been involved in the planning and implementation of the project in the two states. The result has shown that the Federal officials, 60.0 per cent have strongly agreed that the beneficiaries were involved in the planning and implementation of the project. From Kaduna state, 50.0 per cent and 35.7 per cent have strongly agreed and agree that there was involvement of the beneficiaries in

the project implementation. From Katsina state, the responses show that 45.5 per cent and 36.4 per cent have strongly agreed and agree that there was involvement of the beneficiaries in the project implementation.

This shows that there was involvement of the beneficiaries in the implementation process of the project, especially during the initial stage of the project when meetings are convened in order to inform and educate the beneficiaries on how to go about with the project. But on interview with the beneficiaries, especially the ADB project, most of the beneficiaries said they were only involved during preliminary meetings, but when it comes to financial matters they do not know much about it, because they were not contacted by the officials, despite the fact that they were made to open accounts with banks. This could be one of the reasons why the officials recommended for the full CDD implementation in the projects to follow.

TABLE 5.2.8: RESPONDENTS ASSESSMENT OF THE INVOLVEMENT OF BENEFICIARIES IN THE PROJECT IMPLEMENTATION

STATE			Frequency	Percent	Valid Percent	Cumulative Perce
Federal	Valid	VERY EFFECTIVE	7	70.0	70.0	70.0
		EFFECTIVE	2	20.0	20.0	90.0
		VERY INEFFECTIVE	1	10.0	10.0	100.0
		Total	10	100.0	100.0	
Kaduna	Valid	VERY EFFECTIVE	6	42.9	42.9	42.9
		EFFECTIVE	4	28.6	28.6	71.4
		UNDECIDED	2	14.3	14.3	85.7
		INEFFECTIVE	1	7.1	7.1	92.9
		VERY INEFFECTIVE	1	7.1	7.1	100.0
		Total	14	100.0	100.0	
Katsina	Valid	VERY EFFECTIVE	7	63.6	63.6	63.6
		EFFECTIVE	3	27.3	27.3	90.9
		INEFFECTIVE	1	9.1	9.1	100.0
		Total	11	100.0	100.0	

Source: SPSS generated data, 2014

To assess the effectiveness of the beneficiary's involvement in the project implementation some data were collected. From the responses above, it shows that the beneficiaries were involved in the planning and implementation of the project in the two states. The Federal officials described the involvement of the beneficiaries as very effective at 70.0 per cent level; while Kaduna state officials described their involvement as very effective and effective at 42.9 and 28.6 per cent level; and in Katsina state, the involvement was also described as very effective and effective at 63.6 and 27.3 per cent level. This shows that the beneficiaries were involved in the implementation process of

the project and that their involvement played a vital role in the achievement of the project's objective.

TABLE 5.2.9: RESPONDENTS ASSESSMENT OF FADAMA IMPLEMENT ORGANIZATIONAL STRUCTURES

STATE			Frequency	Percent	Valid Percent	Cumulative Percent
FEDEARAL	Valid	VERY EFFECTIVE	2	20.0	20.0	20.0
		EFFECTIVE	2	20.0	20.0	40.0
		UNDECIDED	2	20.0	20.0	60.0
		INEFFECTIVE	3	30.0	30.0	90.0
		VERY INEFFECTIVE	1	10.0	10.0	100.0
		Total	10	100.0	100.0	
KADUNA	Valid	VERY EFFECTIVE	2	14.3	14.3	14.3
		EFFECTIVE	4	28.6	28.6	42.9
		UNDECIDED	4	28.6	28.6	71.4
		INEFFECTIVE	3	21.4	21.4	92.9
		VERY INEFFECTIVE	1	7.1	7.1	100.0
		Total	14	100.0	100.0	
KATSINA	Valid	VERY EFFECTIVE	2	18.2	18.2	18.2
		EFFECTIVE	2	18.2	18.2	36.4
		UNDECIDED	3	27.3	27.3	63.6
		INEFFECTIVE	2	18.2	18.2	81.8
		VERY INEFFECTIVE	2	18.2	18.2	100.0
		Total	11	100.0	100.0	

Source: SPSS generated data, 2014

The implementation structures refer to the levels of administration and involvement as shown in the project implementation manual of the two projects. The Federal Ministry of Agriculture and Rural Development (FMARD) is the apex body

followed by the State Fadama Development Office (SFDO), then the Local Fadama Development Office (LFDO) and then the Fadama Cooperative Associations (FCAs), and the Fadama Resource User Groups (FRUGs). Lastly is the Local Fadama Development Committee, which is the key decision body at the Local Government level and has the role of reviewing and approving of Local development Projects. This committee is responsible for monitoring community mobilization efforts and ensuring that the needs and priorities of the Fadama Resource Users are reflected in the LDPs.

Table 5.2.9 above, show that at Federal level, 40.0 per cent of the respondents have rated the implementation structures very effective and effective put together. While the Kaduna state officials have rated the implementation structures as very adequate and adequate put together representing 42.9 per cent. On the other hand, the Katsina state officials have rated the implementation structures as very adequate and adequate with 36.4 per cent put together. This shows that as per as the officials are concerned they were not very much comfortable with the implementation process of the projects.

TABLE 5.2.10: THERE WAS EFFECTIVE MANAGEMENT OF FINANCIAL AND MATERIAL RESOURCES DURING THE PROJECT IMPLEMENTATION.

STATE			Frequency	Percent	Valid Percent	Cumulative Percent
Federal	Valid	STRONGLY AGREE	5	50.0	50.0	50.0
		AGREE	4	40.0	40.0	90.0
		DISAGREE	1	10.0	10.0	100.0
		Total	10	100.0	100.0	
Kaduna	Valid	STRONGLY AGREE	7	50.0	50.0	50.0
		AGREE	3	21.4	21.4	71.4
		UNDECIDED	3	21.4	21.4	92.9
		STRONGLY DISAGREE	1	7.1	7.1	100.0
		Total	14	100.0	100.0	
Katsina	Valid	STRONGLY AGREE	6	54.5	54.5	54.5
		AGREE	4	36.4	36.4	90.9
		UNDECIDED	1	9.1	9.1	100.0
		Total	11	100.0	100.0	

Source: SPSS generated data, 2014

To assess the effectiveness of the project implementation, the respondents were asked whether there was financial management or not in the process of project implementation. The table 5.2.10 above shows the level of responses from the three levels of the project implementation. Majority of the respondents from Federal office representing 50.0 per cent indicated that they have strongly agreed that there was effective management of financial and material resources. Likewise responses from the Kaduna state officials showed that 50.0 per cent and 21.4 per cent of the respondents have strongly agreed and agreed respectively with the statement. While from Katsina state, 54.5 per cent and 36.4 per cent of the respondents have strongly agreed and agreed

with the statement that there were effective financial and material resources during the project implementation.

The Katsina state ADB Fadama Project Completion Report (2013:52) stated the method of project financing during the implementation period of the project was meant to ensure effective management of the finances in this way:

“The main disbursement methods used during the period of implementation consist of Replenishment through the Special account and direct payment methods. Generally, disbursement of funds is carried out by component and by category to justify loan utilization”.

TABLE 5.2.11: THE POWER DECENTRALIZATION HAS LED TO EFFECTIVENESS OF THE PROJECT IMPLEMENTATION.

STATE			Frequency	Percent	Valid Percent	Cumulative Percent
FEDEARAL	Valid	STRONGLY AGREE	2	20.0	20.0	20.0
		AGREE	3	30.0	30.0	50.0
		UNDECIDED	3	30.0	30.0	80.0
		DISAGREE	1	10.0	10.0	90.0
		STRONGLY DISAGREE	1	10.0	10.0	100.0
		Total	10	100.0	100.0	
KADUNA	Valid	STRONGLY AGREE	3	21.4	21.4	21.4
		AGREE	5	35.7	35.7	57.1
		UNDECIDED	2	14.3	14.3	71.4
		DISAGREE	2	14.3	14.3	85.7
		STRONGLY DISAGREE	2	14.3	14.3	100.0
		Total	14	100.0	100.0	
KATSINA	Valid	STRONGLY AGREE	2	18.2	18.2	18.2
		AGREE	2	18.2	18.2	36.4

UNDECIDED	2	18.2	18.2	54.5
DISAGREE	3	27.3	27.3	81.8
STRONGLY DISAGREE	2	18.2	18.2	100.0
Total	11	100.0	100.0	

Source: SPSS generated data, 2014

Power decentralization is very important especially where long chain of command exist. The Fadama project implementation involves a number of actors in the process, including the financing bodies, the Federal government, the state governments, the local governments, the service providers, the community associations, who are direct beneficiaries.

For an effective achievement of objective of the project, there was the need to ensure that each group has played his expected role in the process, especially as contained in the project's implementation manual. Table 5.2.11 above shows different views of the respondents from the three implementation levels. Responses at Federal level show that 50.0 per cent of them have strongly agreed and agreed that power decentralization leads to effectiveness of the project implementation. While from Kaduna state the responses show that 57.1 per cent have strongly agreed and agreed put together with the statement. And From Katsina office however, the responses show that 36.4 per cent put together have strongly agreed and agreed with the statement that power decentralization lead to effectiveness of the project implementation. But, there is another group of the respondents which constitute 27.3 per cent that have disagreed with the statement mentioned.

TABLE 5.2.12: THE PROJECT IMPLEMENTATION HAS LED TO CONFLICT REDUCTION AMONG THE FADAMA RESOURCE USERS.

STATE	Frequency	Percent	Valid Percent	Cumulative Percent	
FEDERARAL Valid	STRONGLY AGREE	1	10.0	10.0	10.0
	AGREE	3	30.0	30.0	40.0
	UNDECIDED	3	30.0	30.0	70.0
	DISAGREE	2	20.0	20.0	90.0
	STRONLY DISAGREE	1	10.0	10.0	100.0
	Total	10	100.0	100.0	
KADUNA Valid	STRONGLY AGREE	3	21.4	21.4	21.4
	AGREE	4	28.6	28.6	50.0
	UNDECIDED	3	21.4	21.4	71.4
	DISAGREE	3	21.4	21.4	92.9
	STRONLY DISAGREE	1	7.1	7.1	100.0
	Total	14	100.0	100.0	
KATSINA Valid	STRONGLY AGREE	2	18.2	18.2	18.2
	AGREE	4	36.4	36.4	54.5
	UNDECIDED	4	36.4	36.4	90.9
	STRONLY DISAGREE	1	9.1	9.1	100.0
	Total	11	100.0	100.0	

Source: SPSS generated data, 2014

Reduction of conflict among the resource user groups is one of the objectives of the Fadama project implementation. To assess the level of the conflict resolution reached, especially among the farmers and the cattle rearers from the two states, the data from the official side showed that at Federal level, 40.0 per cent of the officials strongly agreed and agreed that the conflict among the resource user groups had reduced, while 20.0 per cent disagree with the statement. And from Kaduna state the responses show that 50.0 per

cent of the respondents have strongly agreed and agreed put together that the level of the conflict among the resource users have reduced due to their involvement in the use of the natural resource together and 28.5 have disagreed and strongly disagreed put together with the statement. And from Katsina state the responses show that 54.6 per cent of the respondents have strongly agreed and agreed put together that conflict among the resource users had reduced and instead, peace was promoted among them.

TABLE 5.2.13: THERE WAS EFFECTIVE COORDINATION DURING THE PR IMPLEMENTATION.

STATE	Frequency	Percent	Valid Percent	Cumulative Perce	
FEDEARAL Valid	STRONGLY AGREE	2	20.0	20.0	20.0
	AGREE	3	30.0	30.0	50.0
	UNDECIDED	2	20.0	20.0	70.0
	DISAGREE	2	20.0	20.0	90.0
	STRONGLY DISAGREE	1	10.0	10.0	100.0
	Total	10	100.0	100.0	
KADUNA Valid	STRONGLY AGREE	1	7.1	7.1	7.1
	AGREE	4	28.6	28.6	35.7
	UNDECIDED	3	21.4	21.4	57.1
	DISAGREE	4	28.6	28.6	85.7
	STRONGLY DISAGREE	2	14.3	14.3	100.0
	Total	14	100.0	100.0	
KATSINA Valid	STRONGLY AGREE	2	18.2	18.2	18.2
	AGREE	5	45.5	45.5	63.6
	UNDECIDED	2	18.2	18.2	81.8
	DISAGREE	1	9.1	9.1	90.9
	STRONGLY DISAGREE	1	9.1	9.1	100.0
	Total	11	100.0	100.0	

Source: SPSS generated data, 2014

Coordination is a key factor to the implementation of the Fadama project because it assisted in ensuring that all the components had been given the attention they deserved to ensure that the objectives had been achieved.

The table above shows that responses from Federal officials with 50.0 per cent have strongly agreed and agreed with the statement that there was effective coordination during the project implementation, while 30.0 per cent have strongly disagreed and disagreed with the statement. And from Kaduna state, the responses show that only 35.7 have strongly agreed and agreed with the statement, with 42.9 per cent who strongly disagreed and disagreed with the statement. While from Katsina state the officials' responses show that 63.7 per cent have strongly agreed and agreed with the statement with only 18.2 per cent undecided and with another 18.2 who have strongly disagreed and disagree put together. The essence of coordination according to Project Implementation Manual of (World Bank Fadama II: 2003:16) stated that: "The Project management sub-component will support new or existing institutional entities and mechanisms at the federal, state and local levels of government for overall Project coordination and supervision and will help to strengthen the effectiveness and quality of Project operations. It will support at the federal level the National Fadama Development Office (NFDO), which is attached to the Project Coordination Unit of FMARD, and which will be responsible for overall Project coordination. The component will also support the State Fadama Development Office (SFDO), housed at the Agricultural Development Project office in the state. At the local government level, the Project will support a Local Fadama Desk (LFD) and multi-stakeholder committee which will be responsible for, respectively, screening and approving LDPs and subproject proposals submitted by the FCAs. The

Project will finance specialized technical assistance and training at the federal, state, and local levels aimed at developing capacity for coordination of implementation”.

TABLE 5.2.14: MONITORING AND EVALUATION ARE NECESSARY FOR EFFECTIVE PROJECT IMPLEMENTATION

STATE			Frequency	Percent	Valid Percent	Cumulative Percent
Federal	Valid	STRONGLY AGREE	4	40.0	40.0	40.0
		AGREE	4	40.0	40.0	80.0
		DISAGREE	1	10.0	10.0	90.0
		STRONGLY DISAGREE	1	10.0	10.0	100.0
		Total	10	100.0	100.0	
Kaduna	Valid	STRONGLY AGREE	10	71.4	71.4	71.4
		AGREE	2	14.3	14.3	85.7
		UNDECIDED	1	7.1	7.1	92.9
		STRONGLY DISAGREE	1	7.1	7.1	100.0
		Total	14	100.0	100.0	
Katsina	Valid	STRONGLY AGREE	4	36.4	36.4	36.4
		AGREE	5	45.5	45.5	81.8
		UNDECIDED	1	9.1	9.1	90.9
		DISAGREE	1	9.1	9.1	100.0
		Total	11	100.0	100.0	

Source: SPSS generated data, 2014

The data from table 5.2.14 above show the importance of monitoring and evaluation of projects from the project’s implementation levels, with 40.0 per cent strongly agreeing and agreeing respectively; while 71.4 per cent strongly agreeing to the effectiveness of the monitoring and evaluation of the project during the implementation by the Kaduna state officials. And the Katsina state officials responding to the question

showed that 36.4 per cent and 45.5 per cent respectively strongly agreed and agreed that the monitoring and evaluation was effectively carried out.

Monitoring and evaluation is one of the components of the implementation of the Fadama project for both ADB and the WB. The World Bank Fadama II Implementation Manual (2004:15) stated the role of monitoring and evaluation in the implementation process of the project as thus: The Monitoring & Evaluation (M&E) system sub-component will measure performance at various Project milestones and has two elements: (i) management information systems (MIS); and (ii) impact evaluations and beneficiary assessments. This sub-component will finance the establishment of M&E mechanisms at the SFDO and NFDO levels, including a new or up-grade of the Management Information System to monitor and evaluate implementation of the Project. The MIS will produce periodic progress reports, develop baseline surveys, gather information on cropped area and yield, and conduct thematic and market surveys and generate data for impact evaluation; as well as guide the FCAs in developing monitoring and evaluation indicators and an M&E plan. The Project will finance consultant studies and an impact assessment at the mid-term and end of the Project. Results of both the quantitative and qualitative evaluations will be used to identify areas of improvements during the course of Project implementation in order to increase the impact of Fadama activities.

TABLE 5.2.15: INVOLVEMENT OF THE USER GROUPS HAS LED TO THE SUCCESS OF THE PROJECT

STATE			Frequency	Percent	Valid Percent	Cumulative Percent
Federal	Valid	STRONGLY AGREE	5	50.0	50.0	50.0
		AGREE	3	30.0	30.0	80.0
		UNDECIDED	1	10.0	10.0	90.0
		DISAGREE	1	10.0	10.0	100.0
		Total	10	100.0	100.0	
Kaduna	Valid	STRONGLY AGREE	6	42.9	42.9	42.9
		AGREE	6	42.9	42.9	85.7
		DISAGREE	1	7.1	7.1	92.9
		STRONGLY DISAGREE	1	7.1	7.1	100.0
		Total	14	100.0	100.0	
Katsina	Valid	STRONGLY AGREE	6	54.5	54.5	54.5
		AGREE	3	27.3	27.3	81.8
		UNDECIDED	1	9.1	9.1	90.9
		DISAGREE	1	9.1	9.1	100.0
		Total	11	100.0	100.0	

Source: SPSS generated data, 2014

The strategy applied in the implementation of Fadama II Project is the CDD, which involves the local communities as its cardinal principle. In view of this, a question was asked on whether the involvement of the beneficiaries in the implementation process plays any significant role in the achievement of the project's objectives. The responses from table 5.2.15 above showed that the Federal office response is 50.0 per cent and 30.0 per cent as strongly agreeing and agreeing respectively. And from Kaduna state the response shows that 42.9 per cent of the respondents have strongly agreed and agreed respectively that the achievement of the project's objective was due to the involvement of the beneficiary groups. While from Katsina state, 54.5 per cent and 27.3 per cent of the

respondents' have strongly agreed and agree that involvement of the beneficiaries has led to the achievement of the project's objectives. But in one of the recommendations of the Katsina state implementation office of the ADB in their borrower project completion report PCR, (2013:18), (in one of their recommendations) it was stated that "future projects should be designed to have rural touch with more activities assigned to FCAs/FRUGs which should be implemented through full CDD approach. On further enquiry from the state officials, they indicated that the beneficiaries' were not fully involved in some of the activities of the project implementation, especially on the supply driven nature of the project, instead of demand driven.

TABLE 5.2.16: THE PROJECT IMPLEMENTATION HAS LED TO CHANGES IN THE FARMING SYSTEM BENEFICIARIES

STATE			Frequency	Percent	Valid Percent	Cumulative Percent
FEDEARAL	Valid	STRONGLY AGREE	2	20.0	20.0	20.0
		AGREE	3	30.0	30.0	50.0
		UNDECIDED	3	30.0	30.0	80.0
		DISAGREE	2	20.0	20.0	100.0
		Total	10	100.0	100.0	
KADUNA	Valid	STRONGLY AGREE	3	21.4	21.4	21.4
		AGREE	2	14.3	14.3	35.7
		UNDECIDED	4	28.6	28.6	64.3
		DISAGREE	3	21.4	21.4	85.7
		STRONGLY DISAGREE	2	14.3	14.3	100.0
Total	14	100.0	100.0			
KATSINA	Valid	STRONGLY AGREE	1	9.1	9.1	9.1
		AGREE	4	36.4	36.4	45.5
		UNDECIDED	4	36.4	36.4	81.8
		DISAGREE	2	18.2	18.2	100.0
		Total	11	100.0	100.0	

Source: SPSS generated data, 2014

The nature of the farming system and the type of implements used have been the same for years in Nigeria, especially in the rural areas, which led to low production of farm products as compared to other countries even in the African sub-region. The Fadama project implementation was set to address the way and manner farming system is conducted in order to bring changes for improved production of farm products. This was set to be achieved by the project through the use of improved seedlings which were meant to stand the geographical condition of the country. In addition, there was the provision of fertilizer, insecticides, pesticides, and other agricultural inputs. The use of extension workers was also employed in order to ensure that the beneficiaries learn plant at intervals.

Training is very important in achieving the objectives of the Fadama project, especially to the beneficiaries on how to improve their farming profession or learn how to bring changes in the way and manner the farming system is conducted. This is done through provision of improved seedlings, fertilizer, insecticides, pesticides and other agricultural inputs to assist them produce more agricultural products. The use of extension workers was employed to ensure that the beneficiaries learn how to plant their seedling for more production of farm products.

Table 5.2.16 above shows the respondents from the Federal office constituting 20.0 per cent and 30 per cent have strongly agreed and agree with the statement that the implementation of the project have brought changes in the farming system of the beneficiaries. In Kaduna state, it was a bit different from the Federal office in which the responses show that 21.4 per cent and 14.3 per cent have strongly agreed and agreed with statement respectively. While from Katsina state Fadama office, it had shown that 9.1

per cent and 36.4 per cent have strongly agreed and agreed respectively with the claim above, that the project had brought changes in the farming system of the beneficiaries and another 36.4 per cent were undecided.

TABLE 5.2.17: OFFICIALS OF THE FADAMA ASSOCIATIONS WERE INVOLVED IN THE SIGNING OF PAYMENT FOR WORK OR SUPPLY DONE TO THEM.

STATE			Frequency	Percent	Valid Percent	Cumulative Percent
FEDERARAL	Valid	STRONGLY AGREE	1	10.0	10.0	10.0
		AGREE	3	30.0	30.0	40.0
		UNDECIDED	2	20.0	20.0	60.0
		DISAGREE	2	20.0	20.0	80.0
		STRONGLY DISAGREE	2	20.0	20.0	100.0
		Total	10	100.0	100.0	
KADUNA	Valid	STRONGLY AGREE	1	7.1	7.1	7.1
		AGREE	5	35.7	35.7	42.9
		UNDECIDED	5	35.7	35.7	78.6
		DISAGREE	2	14.3	14.3	92.9
		STRONGLY DISAGREE	1	7.1	7.1	100.0
		Total	14	100.0	100.0	
KATSINA	Valid	STRONGLY AGREE	2	18.2	18.2	18.2
		AGREE	4	36.4	36.4	54.5
		UNDECIDED	3	27.3	27.3	81.8
		DISAGREE	1	9.1	9.1	90.9
		STRONGLY DISAGREE	1	9.1	9.1	100.0
		Total	11	100.0	100.0	

Source: SPSS generated data, 2014

Any payment of work done should be counter-signed by the representatives of the community associations in order to ensure effective financial prudence. A question was

asked as to whether the beneficiaries were involved in that respect or not, and the table above is the responses from the official side.

Table 5.2.17 above indicated that the respondents have different views with regards to the statement that the benefiting communities do sign for payments of work or supply done to them. The responses show that 40.0 per cent have strongly agreed and agreed that the officials of the Community Associations have participated in the signing of payments for work or supply done to them. Another 40.0 per cent have strongly disagreed and disagreed with the statement. From Kaduna state Fadama officials, the responses show that 7.1 per cent and 35.7 per cent have strongly agreed and agreed with the claim above respectively, with 14.3 per cent disagreeing. From Katsina state ADB Fadama implementation office, it is indicated that 18.2 and 36.4 per cent have strongly agreed and agree respectively with the statement that the community association were involved in payments of work done to them through the project implementation.

TABLES 5.2.18: EXPRESS YOUR SATISFACTION AS A PARTICIPANT IN THE FADAMA PROJECT IMPLEMENTATION.

STATE			Frequency	Percent	Valid Percent	Cumulative Perce
Federal	Valid	HIGHLY SATISFIED	6	60.0	60.0	60.0
		SATISFIED	2	20.0	20.0	80.0
		UNDECIDED	1	10.0	10.0	90.0
		HIGHLY UNSATISFIED	1	10.0	10.0	100.0
		Total	10	100.0	100.0	
Kaduna	Valid	HIGHLY SATISFIED	10	71.4	71.4	71.4
		SATISFIED	3	21.4	21.4	92.9
		UNDECIDED	1	7.1	7.1	100.0
		Total	14	100.0	100.0	

Katsina	Valid	HIGHLY SATISFIED	3	27.3	27.3	27.3
		SATISFIED	6	54.5	54.5	81.8
		UNDECIDED	1	9.1	9.1	90.9
		HIGHLY UNSATISFIED	1	9.1	9.1	100.0
		Total	11	100.0	100.0	

Source: SPSS generated data, 2014

The table 5.2.18 above shows the level of satisfaction with the project implementation by the officials of the Fadama project from the three levels of the implementation, i.e. the Federal, the states and the local governments. The responses indicated that, 60.0 per cent of the respondents were highly satisfied with the project implementation in all the states where the project was implemented. Also from Kaduna state, 71.4 per cent of the respondents were highly satisfied with the project implementation in the state. However from Katsina state, the response was a bit different with 27.3 per cent saying they were highly satisfied, while 54.5 percent having been satisfied with the project implementation in the state. The difference in this opinion led the Katsina state ADB Project officials in their Project Completion Report (PCR, 2013:18) to recommend that future projects should be designed to have rural touch with more activities assigned to FCAs/FRUGs which should be implemented through full CDD approach.

TABLE 5.2.19: THAT FADAMA PROJECT HAS LED TO INCREASE OF THE BENEFICIARY'S INCOME

STATE			Frequency	Percent	Valid Percent	Cumulative Percent
Federal	Valid	STRONGLY AGREE	3	30.0	30.0	30.0
		AGREE	4	40.0	40.0	70.0
		UNDECIDED	1	10.0	10.0	80.0
		DISAGREE	1	10.0	10.0	90.0
		STRONGLY DISAGREE	1	10.0	10.0	100.0
		Total	10	100.0	100.0	
Kaduna	Valid	STRONGLY AGREE	6	42.9	42.9	42.9
		AGREE	6	42.9	42.9	85.7
		DISAGREE	1	7.1	7.1	92.9
		STRONGLY DISAGREE	1	7.1	7.1	100.0
		Total	14	100.0	100.0	
		Katsina	Valid	STRONGLY AGREE	5	45.5
AGREE	4			36.4	36.4	81.8
UNDECIDED	1			9.1	9.1	90.9
DISAGREE	1			9.1	9.1	100.0
Total	11			100.0	100.0	

Source: SPSS generated data, 2014

The Project Development Objective is to reduce poverty by improving the living condition of the rural poor, contribute to food security and increase access to rural infrastructure. It is specially designed to enhance agricultural production, productivity and value addition for small holders and rural entrepreneurs in Fadama areas on a sustainable basis.

Table 5.2.19 above shows the responses from the sample states with regards to increase in beneficiaries income, which impliedly means poverty reduction of the

beneficiaries. The responses from Federal level showed that 30.0 and 40.0 per cent strongly agreed and agree respectively that the project had led to increase of the beneficiary's income. From Kaduna state officials, 42.9 percent each strongly agreeing and agreeing with the claim that the project implementation has increased the beneficiary's income. While from Katsina state ADB project, the assessment of the project with regards to its ability to increase the income of the beneficiaries is that 45.5 per cent and 36.4 per cent have strongly agreed and agreed respectively that the project had contributed to the poverty reduction of the beneficiaries. In a beneficiary assessment/impact evaluation of Fadama II project in Kaduna state conducted by Chikwendu, et al (2007:79) that "the 2005/06 household incomes ranged from #226, 596 to #354,146. The average increase of real income of Fadama II beneficiaries due to participation in the project was 52.20 per cent, which is much above the goal of 20 per cent increase the Fadama II set to achieve after six years.

In another study conducted by Edemode, an Agricultural Research consultant, in <http://kwarafadama.org.ng> (2013:2), said that, 75% of Fadama user households, who benefited directly from project supported activities, have increased their average real incomes from #121,770.34 baselines to #138,429.06, representing 13.68% increase. The result showed that, 10% of replacement value of the common assets used by the FUGs for income generating activities is saved annually. A total sum of #1, 580,281.00 was saved out of the productive assets value of #34,013,582.00, which represents 4.7% in a year.

TABLE 5.2.20: THERE WAS PRUDENCE IN THE USE OF FINANCIAL RESOURCES DURING PROJECT IMPLEMENTATION.

STATE			Frequency	Percent	Valid Percent	Cumulative Percent
Federal	Valid	VERY PRUDENT	5	50.0	50.0	50.0
		PRUDENT	3	30.0	30.0	80.0
		UNDECIDED	1	10.0	10.0	90.0
		IMPRUDENT	1	10.0	10.0	100.0
		Total	10	100.0	100.0	
Kaduna	Valid	VERY PRUDENT	4	28.6	28.6	28.6
		PRUDENT	4	28.6	28.6	57.1
		UNDECIDED	3	21.4	21.4	78.6
		IMPRUDENT	1	7.1	7.1	85.7
		VERY IMPRUDENT	2	14.3	14.3	100.0
		Total	14	100.0	100.0	
Katsina	Valid	VERY PRUDENT	5	45.5	45.5	45.5
		PRUDENT	3	27.3	27.3	72.7
		UNDECIDED	2	18.2	18.2	90.9
		IMPRUDENT	1	9.1	9.1	100.0
		Total	11	100.0	100.0	

Source: SPSS generated data, 2014

The essence of the financial resources is to support the implementation units of the project deploy project resources to produce the required outputs efficiently and effectively. To achieve this, a prudent financial system was evolved right from the top of the implementation structure down to the beneficiaries in order to ensure financial prudence, with the aim of achieving the project's objectives. According to the ADB Project Implementation Manual (PIM, 2004:52) that National Fadama Development Office (NFDO) and the six participating states will each maintain the following accounts;

a. A Special Account (SA) in U.S. Dollars to which the initial deposit and replenishment from African Development Fund will be lodged.

b. A Current (Draw-down) Account in Naira with bank X to which the draw-downs from the Special Account will be credited once or twice per month in respect of incurred eligible expenditures. Following the immediate payments in respect of those eligible expenditures, the balance on this account should be zero.

c. A Current (Project) Account in Naira with bank X to which counterpart Funds will be deposited.

To further ensure prudence in the financial system in the implementation process of the project, the implementation agencies were recommended to maintain a ledger in both UA/U.S.D/ Naira in order to keep track of draw-down from AfDF loan, in which the account will show;

- a. Deposit made into the bank,
- b. Direct payment by AfDF, and
- c. Opening and Closing balance.

It was based on the above provision in the PIM, this study wanted to find out whether there was prudence in the use of financial resources during the implementation process. The table above shows the responses given by the officials from the two states of the study, including the Federal implementation office. The Federal office officials responded that 50.0 per cent and 30.0 per cent have strongly agreed and agree that there was prudence in the use of the financial resources of the project implementation. Kaduna state officials on the other hand responded moderately with 28.6 per cent each strongly agreeing and agreeing with the claim of prudence in the use of the financial resources.

The Katsina state office response was however 45.5 per cent and 27.3 per cent strongly agreeing and agreeing that there was prudence in the use of the financial resources of the project.

TABLE 5.2.21: STATES AND LOCAL GOVERNMENT AREAS HAVE EFFECTIVELY MADE THEIR CONTRIBUTION TO THE PROJECT IMPLEMENTATION.

STATE			Frequency	Percent	Valid Percent	Cumulative Perce
FEDEARAL	Valid	STRONGLY AGREE	1	10.0	10.0	10.0
		AGREE	3	30.0	30.0	40.0
		UNDECIDED	2	20.0	20.0	60.0
		DISAGREE	2	20.0	20.0	80.0
		STRONGLY DISAGREE	2	20.0	20.0	100.0
		Total	10	100.0	100.0	
KADUNA	Valid	STRONGLY AGREE	3	21.4	21.4	21.4
		AGREE	3	21.4	21.4	42.9
		UNDECIDED	4	28.6	28.6	71.4
		DISAGREE	3	21.4	21.4	92.9
		STRONGLY DISAGREE	1	7.1	7.1	100.0
		Total	14	100.0	100.0	
KATSINA	Valid	STRONGLY AGREE	2	18.2	18.2	18.2
		AGREE	2	18.2	18.2	36.4
		UNDECIDED	2	18.2	18.2	54.5
		DISAGREE	3	27.3	27.3	81.8
		STRONGLY DISAGREE	2	18.2	18.2	100.0
		Total	11	100.0	100.0	

Source: SPSS generated data, 2014

On the counterpart funding contributions by the state and the local governments, table 5.2.21 shows that 10.0 per cent and 30.0 per cent of the respondents from Federal

Fadama office have strongly agreed and agreed respectively that the state and the local governments had made their counterpart contribution effective, with 20.0 per cent strongly disagreed. While from the Kaduna state office, 21.4 per cent have strongly agreed and agreed respectively to the fact that both the states and the local governments had also made their contributions effective. And from Katsina state office, the responses showed that 18.2 per cent of the respondents have strongly agreed, agreed and strongly disagree respectively with the fact that the state and the local governments have been making their share contribution effective. See tables below for state and local governments share contribution.

Table 5.1.2 COUNTERPART CONTRIBUTIONS BY THE TEN PARTICIPATING LOCAL GOVERNMENTS IN KATSINA STATE

COUNTERPART FUNDING	TEN PARTICIPATING LOCAL GOVERNMENT						
	AMOUNT EXPECTED		AMOUNT PAID		AMOUNT OUTSTANDING		% CONTRIBUTION
YEAR	NGN (M)	USD	NGN (M)	USD	NGN (M)	USD	
2004	10,000,000.00	76,923.08	10,000,000.00	76,923.08	0	0	100%
2005	10,000,000.00	76,923.08	10,000,000.00	76,923.08	0	0	100%
2006	10,000,000.00	76,923.08	10,000,000.00	76,923.08	0	0	100%
2007	10,000,000.00	76,923.08	10,000,000.00	76,923.08	0	0	100%
2008	10,000,000.00	76,923.08	10,000,000.00	76,923.08	0	0	100%
2009	10,000,000.00	76,923.08	10,000,000.00	76,923.08	0	0	100%
2010	10,000,000.00	76,923.08	10,000,000.00	76,923.08	0	0	100%
2011	10,000,000.00	76,923.08	2,500,000.00	15,974.44	7,500,000.00		25%
2012	10,000,000.00	76,923.08	2,500,000.00	15,974.44	7,500,000.00		25%

2013	10,000,000.00	76,923.08	-		10,000,000.00		0%
TOTAL	100,000,000.00	769,230.80	75,000,000.00	570,410.44	25,000,000.00		75%
NB: Exchange Rate @ NGN130.00 to 1 USD							

Source: Katsina State ADB Fadama Project Implementation Manual; (2003: 15)

Table 5.1.3 ANNUAL DISBURSEMENT INTO THE PROJECT BY THE PARTICIPATING AGENCIES

YEAR	2004	2005	2006	2007	2008	2009	2010	2011	2012	TOTAL (USD)
	(USD)	(USD)	(USD)	(USD)	(USD)	(USD)	(USD)	(USD)	(USD)	
PROJECTED DISBURSEMENT		1,050	950	850	750	600	500	-	-	4,700
ACTUAL DISBURSEMENT	-	-	288.35	186,85	562	1,264	181.6	292.50	824.90	3,600.80
% OF LOAN DISBURSED		0%	30%	22%	75%	211%	36%	#DIV/0!	#DIV/0!	77%

Source: Katsina state ADB Project Completion Report: 2013

Table 5.1.2 above show the counterpart contributions of the ten participating local government areas of Katsina state, which showed that the ten local government areas have been making their counterpart contributions up to date with exception of 2011 and 2012 when they made a contributions of twenty five 25 per cent only. This really showed

that the local governments were not left behind in seeing the objectives of the project were achieved.

While table 5.1.3 shows the annual disbursement of the participating agencies into the project from 2004 to 2012, in which the total disbursement into the project was seventy seven (77) per cent which showed that the contribution was impressive. In essence these tables are telling us that as per as the state and the ten participating local governments in Katsina state was concerned, they were up to date in their counterpart contributions into the sustainability of the project.

TABLE 5.2.22: THE FADAMA PROJECT IMPLEMENTAION HAS LED TO INCREASE IN FARM YIELDS OF THE BENEFICIARIES.

STATE			Frequency	Percent	Valid Percent	Cumulative Percent
Federal	Valid	STRONGLY AGREE	5	50.0	50.0	50.0
		AGREE	3	30.0	30.0	80.0
		UNDECIDED	1	10.0	10.0	90.0
		DISAGREE	1	10.0	10.0	100.0
		Total	10	100.0	100.0	
Kaduna	Valid	STRONGLY AGREE	7	50.0	50.0	50.0
		AGREE	4	28.6	28.6	78.6
		DISAGREE	1	7.1	7.1	85.7
		STRONGLY DISAGREE	2	14.3	14.3	100.0
		Total	14	100.0	100.0	
Katsina	Valid	STRONGLY AGREE	7	63.6	63.6	63.6
		AGREE	2	18.2	18.2	81.8
		UNDECIDED	1	9.1	9.1	90.9
		DISAGREE	1	9.1	9.1	100.0
		Total	11	100.0	100.0	

Source: SPSS generated data, 2014

The project implementation in the two sample states had really led to the increase of farm products of the beneficiaries as indicated by the table 5.2.22 above. The table shows that almost of the respondents have agreed that the beneficiaries have recorded increase in their farm products as a result of Fadama project implementation which was contrary to pre-implementation period. The table showed that 50.0 per cent of the officials at Federal office have strongly agreed that there was increase in the farm products of the beneficiaries. Likewise 50.0 per cent of the officials from Kaduna state Fadama office have strongly agreed with the statement above. And for the Katsina state Fadama officials, 63.6 per cent of them have strongly agreed that there was increase in the farm produce of the beneficiaries, this despite the fact that the implementation was based on supply driven which was against the World Bank Project which was implemented based on demand driven. The result from the ADB Katsina state project tally with a report in the Project Completion Report (PCR 2012:5) in an impact assessment in 2012 in which it was reported that the production and yield of the beneficiaries' farm product were increased to about 64.90% compared to base line. The reason according to the officials was because they were provided with agricultural inputs in form of fertilizer, etc.

TABLE 5.2.23: THAT FADAMA PROJECT IMPLEMENTATION HAS LED TO POVERTY REDUCTION OF THE BENEFICIARIES.

STATE			Frequency	Percent	Valid Percent	Cumulative Percent
Federal	Valid	STRONGLY AGREE	3	30.0	30.0	30.0
		AGREE	1	10.0	10.0	40.0
		UNDECIDED	4	40.0	40.0	80.0
		DISAGREE	1	10.0	10.0	90.0
		STRONGLY DISAGREE	1	10.0	10.0	100.0
		Total	10	100.0	100.0	
Kaduna	Valid	STRONGLY AGREE	3	21.4	21.4	21.4
		AGREE	3	21.4	21.4	42.9
		UNDECIDED	2	14.3	14.3	57.1
		DISAGREE	2	14.3	14.3	71.4
		STRONGLY DISAGREE	4	28.6	28.6	100.0
		Total	14	100.0	100.0	
Katsina	Valid	STRONGLY AGREE	3	27.3	27.3	27.3
		AGREE	2	18.2	18.2	45.5
		UNDECIDED	4	36.4	36.4	81.8
		DISAGREE	1	9.1	9.1	90.9
		STRONGLY DISAGREE	1	9.1	9.1	100.0
		Total	11	100.0	100.0	

Source: SPSS generated data, 2014

The Project Development Objective is to reduce poverty by improving the living condition of the rural poor, contribute to food security and increase access to rural infrastructure. It is specially designed to enhance agricultural production, productivity and value addition for small holders and rural entrepreneurs in Fadama areas on a sustainable basis.

Table 5.2.23 above shows the responses from the two sample states with regards to poverty reduction of the beneficiaries. The response from the Federal officials showed that 70 per cent of the respondents have strongly agreed that the project implementation led to the reduction of poverty among the beneficiaries so also 30 per cent from Kaduna state implementation office. On the other hand 50.0 per cent and 35.7 per cent have strongly agreed and agreed respectively that the project had contributed to the poverty reduction of the beneficiaries. Likewise, the Katsina state Fadama implementation officials responded that 54.5 per cent and 27.3 of the respondents all strongly agreed and agree respectively to the claim that the project has contributed to poverty reduction of the beneficiaries.

To prove the claim, in a beneficiary assessment/impact evaluation of Fadama II project in Kaduna state conducted by Chikwendu, et al (2007:79), “the 2005/06 household incomes ranged from #226, 596 to #354,146. The average increase of real income of Fadama II beneficiaries due to participation in the project was 52.20 per cent, which is much above the goal of 20 per cent increase the Fadama II project set to achieve after six year.

TABLE 5.2.24: INFRASTRUCTURAL FACILITIES PROVIDED TO THE BENEFICIARIES

STATE			Frequency	Percent	Valid Percent	Cumulative Percent
Federal	Valid	ROADS/CULVERTS/BRIDGES/DAMS,ETC.	1	10.0	10.0	10.0
		DRYERS/COOLING SHADES, ETC	2	20.0	20.0	30.0
		GRINDING MACHINES/WATER PUMPS/GEN. SETS, ETC	1	10.0	10.0	40.0
		FERTILIZER/PESTICIDES/INSECTICIDES/IMPROVED SEEDLINGS, ETC	6	60.0	60.0	100.0
		Total	10	100.0	100.0	
Kaduna	Valid	ROADS/CULVERTS/BRIDGES/DAMS,ETC.	2	14.3	14.3	14.3
		DRYERS/COOLING SHADES, ETC	2	14.3	14.3	28.6
		FRIDGES/COLD ROOMS/FREEZERS, ETC	1	7.1	7.1	35.7
		GRINDING MACHINES/WATER PUMPS/GEN. SETS, ETC	1	7.1	7.1	42.9
		FERTILIZER/PESTICIDES/INSECTICIDES/IMPROVED SEEDLINGS, ETC	8	57.1	57.1	100.0
		Total	14	100.0	100.0	
Katsina	Valid	ROADS/CULVERTS/BRIDGES/DAMS,ETC.	3	27.3	27.3	27.3
		DRYERS/COOLING SHADES, ETC	2	18.2	18.2	45.5
		FERTILIZER/PESTICIDES/INSECTICIDES/IMPROVED SEEDLINGS, ETC	6	54.5	54.5	100.0
		Total	11	100.0	100.0	

Source: SPSS generated data, 2014

Provision of infrastructure facilities is one key area of Fadama project implementation, which formed the major component of the project. To find out what type of infrastructure is given by the two project sponsors, a question was asked as to what facilities were provided more to the beneficiaries.

Table 5.2.24 above shows that the Federal officials responded to the fact that 60 per cent of the beneficiaries were provided with all the facilities mentioned,

including even those that were not captured by the responses. While the Kaduna state officials responded that 57.1 of the respondents were provided with all the facilities mentioned in the table, and from Katsina state the responses show that 54.5 per cent of the respondents were provided with all the facilities mentioned.

5.3 Interview Conducted

Interview was carried out by the researcher, in which the beneficiary groups were interviewed through Focus Group Discussion (FGD). This was because most of them could not respond to the written questionnaire. Those interviewed were the officials of four Fadama Community Associations (FCAs) and the Fadama Resource User Groups (FRUGs) who were direct beneficiaries of the project.

FCAs are the conglomerates of the FUGs as provided in the Project Implementation Manual (PIM). The (FRUGs) identify, prepare, implement, supervise, operate and maintain subprojects, assisted by technical specialists whom they contracted directly and by technical assistance and training made available through the State Fadama Development Offices. Their membership is within the range of 10 – 40 households based on particular trade or profession. Likewise, the membership of the FCAs is within the range of 10 – 15 FRUGs that are registered with Cooperative Society's Registers of various states.

The interview/discussion was done with the groups together at Local Governments level. The first question asked was the experiences of the group members on the project implementation as participants.

The first point they raised was on the peculiarity of the Fadama project implementation which was different from other projects that were implemented earlier.

The involvement nature of the project in choosing what the beneficiaries were to be provided with was appreciated. They also applauded their role in identifying, preparing, implementing, supervising, operating and maintaining their subprojects by themselves.

However, there were different views on assets acquisition by the beneficiaries in Katsina state where they lamented that they were in most cases provided only with what the project sponsors feel like giving them. These include things like watering pumps, grinding machines, silos, drying facilities, fridges and freezers and others which they said were not given to them as part of their requests. This was attested to by the Katsina State Fadama Development Office in its Project Completion Report (2013:14) that “the Project’s CDD procedure was limited due to the **supply driven** nature of the subproject which was specified in terms of type, number or allocation of subproject per States and Local Governments without taking into consideration the needs of the different beneficiaries and geographical nature of the different States, especially with respect to civil works.

But, as per as subprojects on infrastructure was concerned, they were commonly provided to the communities. For instance in Kankara local government the infrastructure provided to them were in form of bore holes, latrines, culverts, roads rehabilitation. While on capacity building, it was mostly training given to them on how to maintain the projects provided to them, and water management as an advisory service. In Mani Local Government, the subprojects that were provided were in form of grazing sites and stock routes, water drinking points for stock. On capacity building, they were trained on how to manage their finances, maintenance and repair of boreholes and hand pumps. On the experience of the Kaduna state beneficiaries on infrastructure facilities, the participants

said that they were as well provided with their request in the subprojects they developed, which included things like roads, culverts, market stalls/shades, and other requests developed and submitted for consideration. Likewise on capacity building, they said they were given training on how to manage and maintain their subprojects provided to them. The area of difference with the Katsina state Fadama was on asset acquisition by the beneficiaries, in which they were given what they have requested as associations and as individuals. For instance, some were provided with personal watering machines, grinding machines, freezers, fridges for preservations and keeping cold their goods that require cool temperature.

The beneficiaries were also asked whether the project has improved their economic status compared to base line. Most of them expressed their happiness with the project implementation, because their economic base was improved in a number of ways, such as increase in the acreage of their farm lands, increase in the number of their flocks, increase in the quantity of the farm products, and their ability to meet up other household problems within limit, which was not the case before the project's implementation or the base line. According to Chikwendu (2007:77), when he investigated the income changes of the Fadama beneficiaries of Kaduna state Fadama project found out that the beneficiaries income had increased with about 58.50 per cent compared to their base line income. The base line income of the beneficiaries was between the range of #237, 562.20 and #336, 077.80 per annum. While according to the project completion report (PCR) of Katsina state project implementation (2013:15) that the benefits which accrue to the beneficiaries according to beneficiary income assessment in 2012 showed increase in the level of crop production and yield which constituted the major source of income of the

beneficiaries was about 55.20 per cent. The base line income of the beneficiaries according to the report was between the range of #104, 293.60 and #154, 498.96 per annum.

On the challenges faced by the beneficiaries, the Katsina state beneficiaries complained of non provision of their requests as contained in the project implementation manual that allowed them to decide on what subproject they would want to have. Also there was a general complaint from the beneficiaries in the two states on the issue of marketing their produce after harvest. They all produced large quantity of commodity during their season, which made it difficult for them to sell and make good profit. There was also the problem of storage facilities, which made it difficult for them to preserve their surpluses. And major challenge they said they faced was inadequacy of funds to expand their Fadama activities which according to them could garner them more benefits and profit. There was also the problem of political interference from the politicians on which communities should be registered as members of the Fadama project because of the benefits the project provided.

There was also complaint of another problem from Kaduna state Fadama farmers of shortage of fertilizer and other agricultural products. They said they had large hectares of farm land to cultivate, but due to inadequacy of fertilizer they could not do that. They even added that if enough fertilizer could be given to them, they can feed the whole of the North with adequate food stuff. They also advised that from now on the supply of fertilizer should be done in good time than it is being done now. That is the commodity should be given to the beneficiaries well ahead of rainy season period in order to allow for early application in the farm. There was also the fear of the projects' continuity after

its completion. There was also the problem of post harvest handling of farm products like pepper, tomatoes, Irish-potato, etc livestock management practices (fattening), and more importantly the lack of extension workers who assist the farmers on the technicalities of how to plant their seeds and weed their crops.

On what they did on the problems they faced especially on assets maintenance, the associations said they resorted to taxing themselves by charging a token amount from all those that came to fetch water from the source i.e. mono pumps. They collect money from the users which they took account of weekly for the maintenance of the pumps. The charges varied from members to non-members of the associations. For example if members are to pay the sum twenty naira to fetch water, non-members should pay fifty naira per trip. On road maintenance, they said they undertook rehabilitation at the end of rainy season in order to allow them convey their farm products home.

On commodity prices, they suggested that government should also buy the farm products in order to allow them meet their needs and make the prices appreciate. They also suggested that government should provide storage facilities for proper usage of their produce in order to avoid wastages especially during dry season when produce which get rotten easily. On financial assistance, the beneficiaries suggested that the government should stand for them as guarantor so that they could source loan from agricultural and other financial institutions at a very low interest rate. This they believed could assist in boosting their businesses related to their different professions.

The beneficiaries also suggested for the reversion of the former advisory farm service providers for an effective advisory service on how and when to plant their seedlings. They also suggested that interference by the politicians in the choice of

membership of the Fadama associations should be avoided in order to allow for fairness on who and who becomes a member of which association and which association is registered as a Fadama community member, etc.

There was also a question on what to suggest to the government to ensure success of future similar projects. Here they advised that any project which is meant for the rural areas should be implemented based on Community-Driven Development approach because of its incorporation gesture, especially if implemented based on project implementation guides. Because, to them most of the problems arise from the officers shouldered with the responsibility of the implementation. They explained that instead of them to do what they were assigned with as specified in the implementation schedule and guide, they may go on doing something else to suite their personal interest.

Observation

The third instrument applied in this research work was the observation of facilities and infrastructure that were put in place through the Fadama project implementation. In terms of infrastructure, a number of them were provided to the communities and they included; culverts, silos, dryers, cold rooms, freezers, bore holes, drainages, storage facilities, agro processors, wells, etc. From an assessment of the beneficiary satisfaction report by Chikwendu, (2007:70-71) from Kaduna state, it was confirmed that out of the productive pilot assets acquisition provided to the communities, majority of them were satisfied with their operation, maintenance and utilization.

The essence of Capacity building is to increase participation of Fadama Users in management of natural resources, strengthened capacity of FUGs and FCAs in managing development projects. It was also observed from the records of their meetings that

consultants were hired to train the beneficiaries on such activities like record keeping and financial management, how to maintain the infrastructure and other assets acquired by the community associations.

It was also observed that from the infrastructure provided to the beneficiaries, most of them had grounded down due to lack of maintenance by the beneficiaries. Only very few infrastructure owned by the beneficiaries from Katsina state Fadama project were functional. However the experience gained was that Kaduna state Fadama project was better than the Katsina state project primarily because most of their acquired infrastructure by Kaduna state Fadama beneficiaries were functionally working. Another reason was that there was strict adherence to the provisions of the CDD strategy approach by the World Bank project states than the African Development Bank states.

5.4 TEST OF HYPOTHESES

This section tested the hypothesis posited in chapter one through chi- square tool of analysis. The essence of this method is that it is used to compare differences between observed and expected (theoretical) frequencies.

The chi-square test use the level of significance at 0.5 per cent and the degree of freedom will be $(r-i)(c-j)$. The decision rule in the use of Chi-square is that: H_0 – null hypothesis is accepted if the calculated value is less than tabulated value. And if the calculated value is greater than the tabulated value the H_0 -null hypothesis is rejected, and the alternative (H_1) is accepted. The importance of Chi – square test is that it examines the extent to which the frequencies that are actually observed in the study differ significantly from the frequencies that are expected.

The following hypotheses were tested by the study:

- i. That there is no relationship between the Community-Driven Development strategy and successful implementation of Fadama II project.
- ii. That there is no relationship between participation and conflict resolution among the Fadama User Groups in the implementation of Fadama II project.
- iii. That there is no relationship between provision of infrastructure and successful implantation of Fadama II project.

HYPOTHESIS ONE

- i. That there is no relationship between the Community-Driven Development strategy and successful implementation of Fadama II project.

TABLE 5.2.25: HOW DO YOU ASSESS THE EFFECTIVENESS OF CDD APPROACH * HOW DO YOU ASSESS INVOLVEMENT OF THE BENEFICIARIES IN THE PROJECT IMPLEMENTATION Cross tabulation

		HOW DO YOU ASSESS THE INVOLVEMENT OF THE BENEFICIARIES IN THE PROJECT IMPLEMENTATION					Total
		VERY EFFECTIVE	EFFECTIVE	UNDECIDED	INEFFECTIVE	VERY INEFFECTIVE	
HOW DO YOU ASSESS THE EFFECTIVENESS OF CDD APPROACH	VERY EFFECTIVE	3	0	1	3	1	8
	EFFECTIVE	2	0	2	1	3	8
	UNDECIDED	0	4	3	1	0	8
	INEFFECTIVE	2	1	2	0	0	5
	VERY INEFFECTIVE	1	1	0	0	4	6
Total		8	6	8	5	8	35

Source: Survey by the Researcher, 2014

TABLE 5.2.26: Chi-Square Tests

	Value	Df	Asymp. Sig. (2-
Pearson Chi-Square	28.061 ^a	16	.031
Likelihood Ratio	33.695	16	.006
N of Valid Cases	35		

a. 25 cells (100.0%) have expected count less than 5. The r expected count is .71.

Tables 5.2.6 and 5.2.8 above as cross tabulated show that the calculated chi square of 28.061 is greater than tabulated chi square of 26.296 at 0.5 per cent level of significance, and therefore the hypothesis is rejected, and the alternate hypothesis is accepted. This concludes that there is relationship between Community-Driven Development strategy and effective (successful) implementation of Fadama II project.

HYPOTHESIS TWO

ii. That there is no relationship between participation and conflict resolution among the Fadama User Groups in the implementation of Fadama II project..

TABLE 5.2.27: THE BENEFICIARIES ARE INVOLVED IN THE PLANING AND INPLEMENTATION PROCESS * THE PROJECT IMPLEMENTATION HAS REDUCED CONFLICT AMONG THE FADAMA RESOURCE USERS Cross tabulation Count

		THE PROJECT IMPLEMENTATION HAS REDUCED CONFLICT AMONG THE RESOURCE USERS					
		STRONGLY AC	AGREE	UNDECIDED	DISAGREE	STRONGLY DIS	Total
THE BENEFICIARIES ARE	STRONGLY AGREE	13	5	0	0	0	18
INVOLVED IN THE	AGREE	5	5	0	0	2	12
PLANING AND	UNDECIDED	1	0	0	1	0	2
IMPLEMENTATION	DISAGREE	2	0	1	0	0	3
PROCESS							
Total		21	10	1	1	2	35

Source: Survey by the Researcher, 2014

TABLE 5.2.28: Chi-Square Tests

	Value	Df	Asymp. Sig. (2-si
Pearson Chi-Square	34.329 ^a	12	.001
Likelihood Ratio	19.642	12	.074
N of Valid Cases	35		

a. 17 cells (85.0%) have expected count less than 5. The minimum count is .06.

$$X^2_{cal} = 34.329 > X^2_{tab} = 26.296$$

Tables 5.2.7 and 5.2.10 above as cross tabulated shows that the calculated chi square of 34.329 is greater than tabulated chi square of 21.026 at 0.5 per cent level of significance, and therefore the hypothesis is rejected, and the alternate hypothesis is accepted. This concludes that there is relationship between involvement of the beneficiaries and conflict reduction among the beneficiaries.

HYPOTHESIS THREE

- iii. That there is no relationship between provision of infrastructure and successful implementation of Fadama II project.

TABLE 5.2.29: FADAMA PROJECT IMPLEMENTATION HAS REDUCED POVERTY OF THE BENEFICIARIES * WHICH OF THESE INFRASTRUCTURE FACILITIES WERE PROVIDED TO THE BENEFICIARIES Cross tabulation

Count		WHICH OF THESE INFRASTRUCTURE FACILITIES WERE PROVIDED TO THE BENEFICIARIES					Total
		ROADS/CULVERTS/BRIDGES/DAMS, ETC	DRYERS/COOLINGSHADES, ETC	FRIDGES/COLDROOMS/FREEZERS, ETC	GRINDING MACHINES/WATER PUMPS/GENERATORS, ETC	FERTILIZER/PESTICIDES/INSECTICIDES/IMPROVED SEEDLINGS, ETC	
FADAMA PROJECT IMPLEMENTATION HAS REDUCED POVERTY OF THE BENEFICIARIES	STRONGLY AGREE	0	5	0	0	4	9
	AGREE	0	0	0	1	5	6
	UNDECIDED	3	0	1	0	6	10
	DISAGREE	1	1	0	1	1	4
	STRONGLY DISAGREE	2	0	0	0	4	6
Total		6	6	1	2	20	35

Source: Survey by the Researcher, 2014

TABLE 5.2.30: Chi-Square Tests

	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	25.858 ^a	16	.056
Likelihood Ratio	28.811	16	.025
N of Valid Cases	35		

a. 23 cells (92.0%) have expected count less than 5. The minimum expected count is .11.

$$X^2_{cal} = 25.858 < X^2_{tab} = 26.296$$

Tables 5.2.23 and 5.2.24 above as cross tabulated shows that the calculated chi square of 25.858 is less than tabulated chi square of 26.296 at 0.5 per cent level of

significance, and therefore the hypothesis is retained, and the alternate hypothesis is rejected. This concludes that there is no relationship between provision of infrastructure and poverty reduction among the beneficiaries.

5.5 MAJOR FINDINGS OF THE STUDY

The findings show that:

i. Though the project encouraged beneficiaries participation and prioritization of their needs through formulation of Local Development Plans (LDPs) for funding so that they can operate and manage their property; however according to Katsina State Project Completion Report (PCR: 2013:18) ‘non inclusion of asset acquisition and input supports had greatly reduced value of the project.

ii. The findings showed that there was late and inadequate supply of fertilizer to the beneficiaries, which was given to them towards the end of the rainy season. Related to this problem was lack of effective and operational farm service centers and extension workers that train the farmers on how to plant their seeds, best method for fertilizer application and other farm inputs for increased farm products.

iii. There was the problem of political interference in the selection of the group members, more especially at local government levels because of the benefits the project generated to the communities. This action led to imbalance and inequitable provision and distribution of infrastructure facilities to the local communities.

iv. The National Fadama Project II has enormous potentials for economic benefits which is capable of alleviating rural poverty through provision of adequate infrastructure facilities which can easily be maintained by the beneficiaries

v. It was also found out that the project did not provide for loan to the beneficiaries in order to boost their productive capacity through expansion of farm lands (hiring or acquisition) and fertilizer procurement. But instead, the project expects them to provide their own counterpart funding which is mostly given in labor form instead of financial and which turned to be inadequate.

vi. The project was implemented through participatory approach of the Community-Driven Development (CDD) and had assisted in raising the poverty level of the beneficiaries at a level above what was projected in the Project Implementation Manual of 20 per cent, reduced the level of conflict among the Fadama Resource Users and increased the agricultural production of the beneficiaries, Chikwendu, et al (2007:34).

CHAPTER SIX

SUMMARY, CONCLUSION AND RECOMMENDATIONS

6.0 Introduction

This chapter summarizes the whole research work which is written on the “Assessment of National Fadama II Development Project: A study of Kaduna and Katsina states” is presented in six chapters. The main focus of the research is to find out how has the implementation of the project through Community-Driven Development assisted in reducing the level of poverty, sustainably increase the agricultural production and reduce conflict among the participating communities in the study states.

6.1 Summary

The problem studied was to what extent has the adoption of the CDD strategy proven its implementation effective and by extension achieving its objective of poverty reduction, sustainable increase in agricultural production of the beneficiaries and conflict reduction among Fadama resource users. This led to the formulation of research questions and hypotheses that assisted in finding out the answers to the questions raised.

The research also reviewed literature on public policy analysis and models because discussion on implementation could be fully understood without looking at the policy models which assist in shaping public policy implementation. Public policy is concerned with;

- a. how public problems and issues are defined and constructed,
- b. how public problems and issues are placed on political and policy agenda,
- c. how policy options emerged,
- d. how and why do governments act or do not act, and

e. What are the effects of government policy on the society?

Some empirical studies which were conducted by other scholars on the subject matter of Fadama implementation in South Africa and within the country in states like Kaduna, Taraba, Ogun, have been done. The studies reviewed have indicated that there is relationship between institutional arrangements, community or beneficiary participation and efficiency of interventions designed to reduce poverty, which this research work is set to do. The chapter also reviewed similar projects implemented which were geared towards addressing poverty in Nigeria and finally, the theoretical framework was discussed, which is the Community-Driven Development (CDD).

The research data was generated from both primary and secondary sources. The primary data was obtained through questionnaire, interview, and observation. The questionnaire was designed in such a way that the respondents would bare their minds on how the project was implemented. The questions were designed based on the hypotheses formulated and the research questions. The interview was meant for the beneficiaries in addition to the observation in which the Fadama implementation components were observed, i.e. whether they had been put in place or not, which are core to the success of the project.

An analysis of Fadama project implementation was done. The implementation structure was discussed as well as the components of the Fadama project. Likewise, the organizational structure of the project was discussed as well as the composition of the offices, alongside with the objectives of the project.

The data collected was analyzed, tested and presented using frequency tables of analysis. A chi square instrument of analysis was applied to compare the relationship of

the formulated hypotheses. One of the three hypotheses on cross-tabulation indicated that there was no significant relationships between the variables as compared in hypothesis three. This led to the retaining of the hypotheses and rejection of the alternate hypotheses. While the other two hypotheses were rejected and the alternate were accepted, it is concluded that there is relationship between the compared variables of hypotheses one and two.

6.2 Conclusion

The conception and implementation of government programs is paramount to the development of the society especially the rural areas, who are deprived of basic necessities of life such as water, light, roads and other social services and other infrastructure facilities.

Most of the earlier programmes were exclusively implemented by government without consultation and involving the beneficiaries, the top-down approach. The only way out is to come up with a programme that will incorporate the beneficiary from its initiation, planning and execution,

The projects as implemented in the two states of study had shown an improvement in the income earning capacity of the participating communities and association. A number of rural infrastructure facilities, such as water, health, education, etc. which were provided have benefited a number of people, but even though not adequately provided. It is believed that, agriculture holds the future of this nation and that in a situation of scarce resources; it is only an effective and proactive agricultural policy that would assist the country to fight food insecurity.

There is also the problem of effective coordination among the implementation agencies, especially at local government and state levels where the counterpart funding was not effectively made. This is because these two bodies solely depend on their monthly grant which is usually over burdened by local demands.

Likewise, most of the infrastructure provided especially by the ADB Fadama II project from our findings were in adequate and in a state of despair, because they were not properly done by the contractors as attested by the beneficiaries, this in addition to the supply drive nature of the project.

Therefore, for the programme to achieve its set objectives of poverty reduction among the rural populace the government must make adequate provision of infrastructure to the programme beneficiaries in the future. Likewise, there is need for effective coordination and monitoring of the project among the implementation agencies, right from Federal, states and local governments.

In order to ensure compliance to credibility and objectivity in the selection of the beneficiaries, the political office holders should no longer interfere with that process. This is because in most cases the politicians alongside administrative bureaucrats do connive in order to favor a certain group of people among the beneficiaries.

The projects also need to ensure that adequate funding is provided from all the stakeholders, and as well ensure effective utilization of such funds by the officials responsible for the implementation.

In conclusion, to do away with the problem of poverty in Nigeria especially in the rural areas where the bulk of the populace reside, there is the need therefore to ensure that the robust rural development policies which are put in place by government is

implemented in line with the Community Driven-Development approach which incorporate participative approach. This kind of approach will give a recipe in the minds of the rural communities with a feeling that they are cared for by their government by including them in the initiation and implementation of policies which is all about them. This will ensure the policy shift from public dominated policies to a shared policy implementation of public-private partnership (PPP), an objective in the millennium development goals, which is to end by the end of this year, 2015.

6.3 Recommendations

Considering the findings and conclusion from the study, the following recommendations are hereby made.

- i. The non inclusion of asset acquisition and input support has really reduced the face value of the Fadama II project in Katsina state, because it is only through this effort that the beneficiaries can acquire their own assets and have input support which could assist them improve their income capacity. This suggests that similar project to be implemented by ADB should allow full incorporation and participation by beneficiaries in order to allow them choose the type of assets they require in order to boost their income capacity.
- ii. Adequate and timely supply of fertilizer commodity should be done to the members of the Fadama associations in order to apply it at the beginning of the rainy season so as to have enough farm yields. This is because delay in early application of fertilizer can constitute a set back to what one would have harvested. Likewise the former farm service centers should be reverted to in the localities so that the Fadama farmers can get the commodity with ease in

transportation. There is also the need to re-introduce the use of extension workers because of their importance in training the farmers on how to plant their seeds, how to apply the fertilizer and other farm inputs for increase in their farm products.

- iii. The selection of the beneficiaries should be depoliticized at all level of the project implementation, especially at state and local levels where there is grassroots interest in who becomes what, when and how.
- iv. In order to ensure effective utilization of the infrastructure provided to the communities, a proper measure should be taken to ensure maintenance of the infrastructure facilities provided to the communities. Part of such measure should be surcharging any body found misusing such infrastructure in order to repair it. Likewise, small amount of money should be charged from both members and non members of the Fadama associations.
- iv. The government should ensure that any project in future meant for the rural populace, especially in agricultural sector should incorporate financial loan scheme for the beneficiaries. This is because majority of the rural people are poor and they hardly invest or save for the future. In fact most of them are living from hand-to-moth condition. Therefore the government should provide for loan facility to the rural farmers in order to assist them so that they can expand their farm acreage for increase in their farm yields.
- v. When next government is going to come up with development programmes, it should be predicated and implemented based on Community-Driven Development approach because of its inclusion benefits. This is because any project in which the

beneficiaries are co-opted as participants, that project will produce the expected result because the people will be proud to be part of the project not just as mere beneficiaries.

6.4 SUGGESTION FOR FURTHER RESEARCH

- i. This research suggests that a study be carried out on a comparative basis between Fadama project benefitted communities and non Fadama communities in order to find out the effectiveness or otherwise of the project as implemented by the two bodies.

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APPENDIX 1 (A): QUESTIONNAIRE FOR FADAMA PROJECT OFFICIALS

Department of Public Administration,
Faculty of Administration,
Ahmadu Bello University, Zaria,
Kaduna State
30th January, 2014

Dear Sir,

I am a Ph.D. student in the Department of Public Administration, Ahmadu Bello University Zaria, undertaking a research on the Assessment of the implementation of National Fadama II project in Kaduna and Katsina states.

I will be most grateful, if you will kindly assist by responding to the questionnaire attached. This is with the assurance that, the information is going to be used for academic purpose ONLY, with absolute confidentiality. No name or any identification of the respondent should be made.

I am most grateful and thank you in anticipation of your kindness and cooperation.

Yours faithful,

MUDI, Ibrahim Kurfi.

SECTION A: PERSONAL INFORMATION OF THE RESPONDENTS;

Please tick as appropriate in the columns provided.

1. Gender of the respondent

(a) Male { }

(b) Female { }

2. Age

(a) 18 – 20 { }

(b) 21 – 30 { }

(c) 31 – 40 { }

(d) 41 – 50 { }

(e) 51 – and above { }

3. Educational Level

(a) Postgraduate { }

(b) Degree/HND { }

(c) NCE/DIPLOMA/ND { }

(d) SSCE/NECO/WAEC { }

(e) Primary/Adult Education { }

4. Marital status

(a) Single { }

(b) Married { }

(c) Divorced { }

(d) Widowed { }

(e) Separated { }

5. Years spent in the service

- (a) 1 – 5 years { }
- (b) 6 – 15 years { }
- (c) 16 – 20 years { }
- (d) 21 – 30 years { }
- (e) 31 – 35 years { }

SECTION B: ASSESSING EFFECTIVENESS OF CDD APPROACH

6. Respondents assessment of the effectiveness of Community-Driven Development Approach?

- (a) Very Effective { }
- (b) Effective { }
- (c) Undecided { }
- (d) Ineffective { }
- (e) Very Ineffective { }

7. The beneficiaries were involved in the planning and implementation process of the project.

- (a) Strongly Agree { }
- (b) Agree { }
- (c) Undecided { }
- (d) Disagree { }
- (e) Strongly Disagree { }

8. Respondents assessment of the involvement of the beneficiaries in the in the project implementation

- (a) Very Effective { }
- (b) Effective { }
- (c) Undecided { }
- (d) Ineffective { }
- (e) Very Ineffective { }

9. Respondents assessment of Fadama implementation organizational structures?

- (a) Very Effective { }
- (b) Effective { }
- (c) Undecided { }
- (d) Ineffective { }
- (e) Very Ineffective { }

10. There was effective management of financial and material resources during the project implementation

- (a) Strongly Agree { }
- (b) Agree { }
- (c) Undecided { }
- (d) Disagree { }
- (e) Strongly Disagree { }

11. The power decentralization has led to effectiveness of the project implementation.

- (a) Strongly Agree { }
- (b) Agree { }
- (c) Undecided { }
- (d) Disagree { }
- (e) Strongly Disagree { }

SECTION C: ASSESSING EFFECTIVENESS OF INVOLVING BENEFICIARIES IN THE PROJECT IMPLEMENTATION

12. The project implementation has led to conflict reduction among the Fadama Resource Users.

- (a) Strongly Agree { }
- (b) Agree { }
- (c) Undecided { }
- (d) Disagree { }
- (e) Strongly Disagree { }

13. There was effective coordination during the project implementation.

- (a) Strongly Agree { }
- (b) Agree { }
- (c) Undecided { }
- (d) Disagree { }
- (e) Strongly Disagree { }

14. Monitoring and evaluation are necessary for effective project implementation.

- (a) Strongly Agree { }
- (b) Agree { }
- (c) Undecided { }

(d) Disagree { }

(e) Strongly Disagree { }

15. Involvement of User Groups has led to the success of the project.

(a) Strongly Agree { }

(b) Agree { }

(c) Undecided { }

(d) Disagree { }

(e) Strongly Disagree { }

16. The project implementation has led to changes in the farming system of the beneficiaries.

(a) Strongly Agree { }

(b) Agree { }

(c) Undecided { }

(d) Disagree { }

(e) Strongly Disagree { }

17. Officials of the Fadama Associations are involved in the signing of payment for work or supply done to them.

(a) Strongly Agree { }

(b) Agree { }

(c) Undecided { }

(d) Disagree { }

(e) Strongly Disagree { }

18. Express your satisfaction as a participant in the Fadama project implementation.

(a) Highly satisfied { }

(b) Satisfied { }

(c) Undecided { }

(d) Unsatisfied { }

(e) Highly Unsatisfied { }

**SECTION D: ASSESSING PROJECT IMPLEMENTATION AND POVERTY
REDUCTION**

19. That the Fadama project has led to increase of the beneficiary's income.

(a) Strongly Agree { }

(b) Agree { }

(c) Undecided { }

(d) Disagree { }

(e) Strongly Disagree { }

20. There was prudence in the use of financial resources during the project implementation.

(a) Highly Prudent { }

(b) Prudent { }

(c) Undecided { }

(d) Imprudent { }

(e) Highly Imprudent { }

21. States and Local Government Areas have effectively made their share contribution to the project implementation.

(a) Strongly Agree { }

(b) Agree { }

(c) Undecided { }

(d) Disagree { }

(e) Strongly Disagree { }

22. The Fadama project implementation has led to increase in farm yields of the beneficiaries.

(a) Strongly Agree { }

(b) Agree { }

(c) Undecided { }

(d) Disagree { }

(e) Strongly Disagree { }

23. That Fadama project implementation has led to poverty reduction among the beneficiaries.

(a) Strongly Agree { }

(b) Agree { }

(c) Undecided { }

(d) Disagree { }

(e) Strongly Disagree { }

24. Which of these infrastructure facilities were provided to the beneficiaries?

(a) Roads/Culverts/Bridges/Dams etc { }

(b) Dryers/Cooling Shades, etc { }

(c) Fridges/Cold rooms/Freezers, etc { }

(d) Grinding machines/Water pumps/Gen. sets, etc { }

(e) Fertilizer/Pesticides/Insecticides/Improved seedlings, etc { }

25. Mention the problems faced during the implementation of the project.

26. Give probable seclusions to the problems mentioned above.

APPENDIX 1 (B): QUESTIONS GUIDE TO FOCUS GROUP DISCUSSION

The questions that guide our discussion are;

1. What are your experiences during the Fadama II project implementation?
2. Have you recorded any change in your income during and after the project implementation?
3. What challenges have you experienced during the project implementation?
4. How do you deal with such challenges?
5. What would you suggest to the government for further improvement for future projects?

APPENDIX 2: OBSERVATION CHECK LIST

The National Fadama Project is implemented based on four basic components which include, Infrastructure development; Capacity building; Advisory services; and Project coordination and management. Based on the above therefore, the check list for the observation includes:

- i. Feeder roads
- ii. Culverts
- iii. Boreholes
- iv. Fish drying equipments
- v. Drainage system
- vi. Storage facilities
- vii. Drying floors

viii. Market stalls

ix. Record of the types and nature of training programmes organized, where and for how long.

x Savings and investment records of the Fadama Community Associations (FCAs) and the Fadama User Groups (FUGs).

APPENDIX 3: PARTICIPATING LOCAL GOVERNMENTS AND COMMUNITIES IN THE TWO STATES

Participating States (WB)	Sampled States	Participating LGAs	Sampled LGA's	FCA's of the participating LGAs	No. of FRUG's
Adamawa, Bauchi, Gombe, Imo, Kaduna, Kebbi, Lagos, Niger, Ogun, Oyo, Taraba, FCT	Kaduna	*Birnin Gwari, *Giwa, *Kagarko, *Kajuru, *Kauru, *Kubau, *Lere, *Makarfi, *Soba, *Zangon Kataf	Soba	*Rahama, *Maigana, *Richifa, *Soba, *Takalafia, *Kwasallo, *Kinkiba, *Yakasai *Turawa	7 9 7 8 9 15 15 16 7 93
			Giwa	*Fatika, *Mujedawa North, *Gangara Central, *Kwasau *Yakawada, *Kaya Central, *Shika Central, *Giwa Alheri T/Juma, *Panhanya Alheri, *Wazata Galadimawa	6 6 8 7 8 19 4 5 8 9 80
Participating States (ADB) Borno Jigawa, Katsina, Kogi, Kwara Plateau,	Katsina	*Baure, *Kankia, *Kaita, *Mani, *Faskari, *Kafur, *Katsina, *Bindawa, *Dutsinma, *Kankara	Mani	*Yankin M. Bello, *Mani Durbi Isa, *Machika Kwatta, *Ungwar AliyuMagami, *Bujawa Mamman	7 10 7 8 11 43
			Kankara	*Alheri Kankara, *Tudun Da'a, *Rikon Amana Jeka Areda, *Ni'ima Kuka sheka, *Burdugau	12 15 5 8 10 50
TOTAL 18	2	20	4	29	266

SOURCE: Survey by the researcher; 2014

APPENDIX 4: NUMBER OF FADAMA COMMUNITY ASSOCIATIONS AND THEIR CONSTITUENT FADAMA RESOURCE USER GROUPS (FRUGs) FORMED AND REGISTERED IN EACH LOCAL GOVERNMENT IN KATSINA STATE.

S/N	Local Govt.	No. of FCAs	No. of FRUGs	Remarks
1.	Baure	9	93	All registered
2.	Bindawa	7	83	„
3.	Dutsinma	10	95	„
4.	Faskari	14	141	„
5.	Kafur	8	85	„
6.	Kankara	7	63	„
7.	Kankia	10	108	„
8.	Kaita	6	54	„
9.	Katsina	7	79	„
10.	Mani	10	116	„
	TOTAL	88	917	„

Source: Katsina State Fadama II Project Completion Report, (2013: 61)

**APPENDIX 5: NUMBER OF COMMUNITY DEVELOPMENT PLANS
(CDPs) PRODUCED BY THE FADAMA COMMUNITY ASSOCIATIONS (FCAs) IN
KATSINA STATE FADAMA II AFRICAN DEVELOPMENT BANK PROJECT**

S/N	L.G.	No Of CDPs Prod	No of CDPs Approv	No of Sub Projects requestd	No of Sub projects Approvd	% ofSub Projects Approved	No of Subprojects on going	No of ongoing CDPs	% of Approved CDPs
1.	Baure	2	2	122	31	25	8	2	100
2.	Bindawa	2	2	51	33	64.7	14	2	100
3.	Dutsinma	2	2	51	33	64.7	13	2	100
4.	Faskari	2	2	84	33	39.3	29	22	100
5.	Kafur	2	2	65	33	50.8	29	2	100
6	Kankara	2	2	67	33	49.3	29	2	100
7.	Knkia	2	2	52	33	63.5	33	2	100
8.	Kaita	2	2	52	33	63.5	28	1	100
9.	Katsina	3	3	204	33	16.2	29	1	100
10.	Mani	2	2	68	33	48.5	12	2	100
	TOTAL	21	21	813	328		224	8	

Source: Katsina State Fadama II Project Completion Report, (2013:61)

APPENDIX 6: PROJECT BACKGROUND FOR GIWA LOCAL GOVERNMENT AREA OF KADUNA STATE.

Approved No. of LDPs 10No of FUGs in the
 Approved LDPs 80FCA Membership:

Male;	1,413
Female;	46
Total;	1,881
Date of First Disbursement;	3 rd June, 2005
LDPS Approved Amount	#113,959,977.00
LDPs Disbursed Amount;	#78,974,647.00
Disbursement Performance	69.30%
Productive Pilot Assets (PPA)	1,099
Rural Infrastructure:	
Bridge	1No
Access Road	1.5KM
Market Stalls	48No
VIP Toilets	2No
Bathrooms	2No
Boreholes	3No
Animal Drinking Trough	3No

Source: Giwa Local Fadama Development Office, Kaduna State, (2008:4)

APPENDIX 7: SUMMARY OF TOTAL EXPENDITURE IN ALL THE FOUR COMPONENTS OF THE PROJECT.

S/N	Component	Total Amount	Community Contribution	Bank Contribution
1	Capacity Building	6,305,100.00	-	6,305,100.00
2	Advisory services	16,727,232.50	8,064,596.25	8,662,636.25
3	Pilot Asset Acquisition	28,528,978.00	9,377,021.00	19,151,957.00
4	Rural Infrastructure	27,413,336.50	1,671,132.27	25,742,204.23
	Total	78,974,467.00	19,112,749.52	59,861,897.48

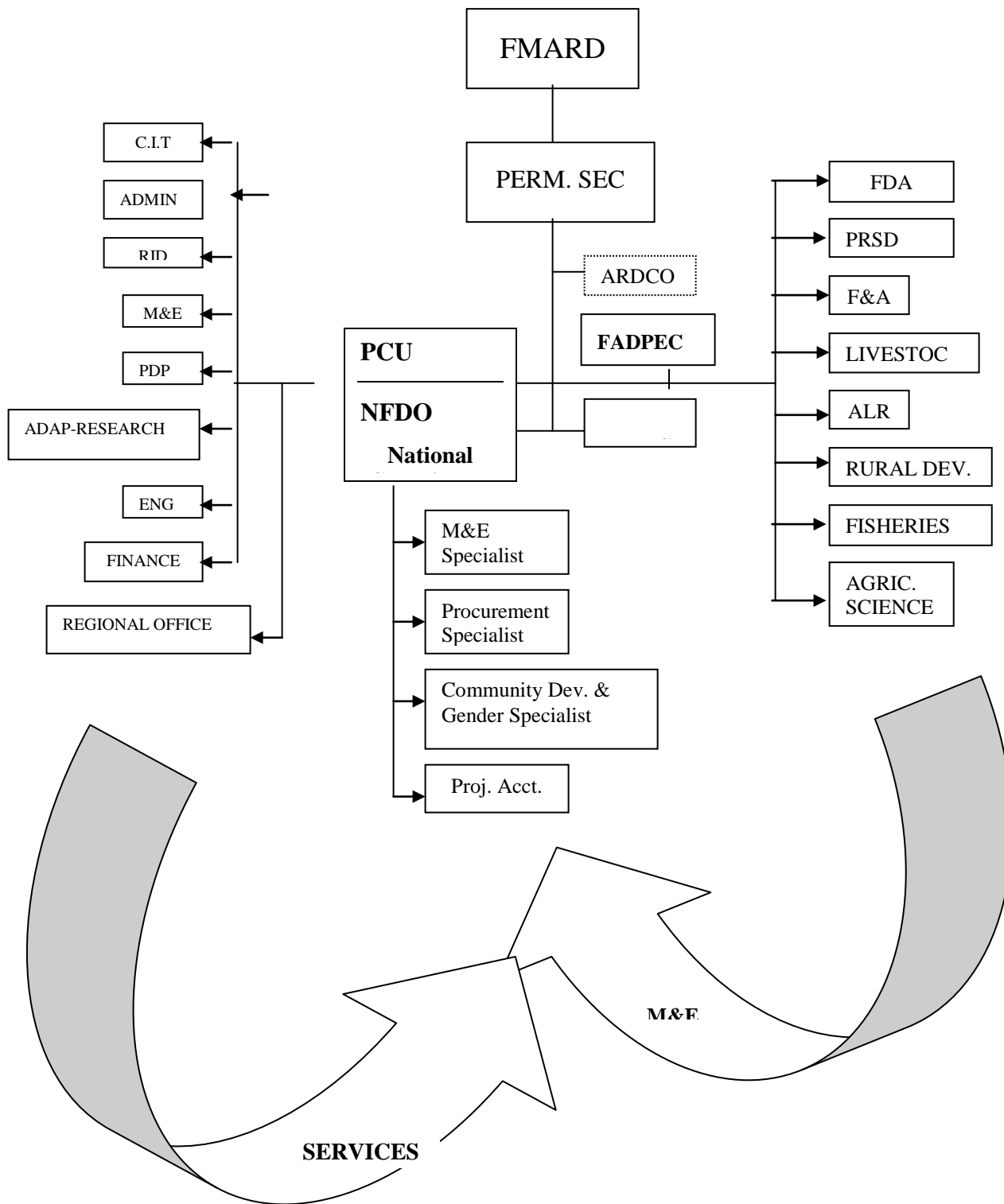
Source: Giwa Local Fadama Development Office, Kaduna State, (2008:3)

APPENDIX 8: PRIMARY REASON FOR POVERTY BY SELF-ASSESSMENT

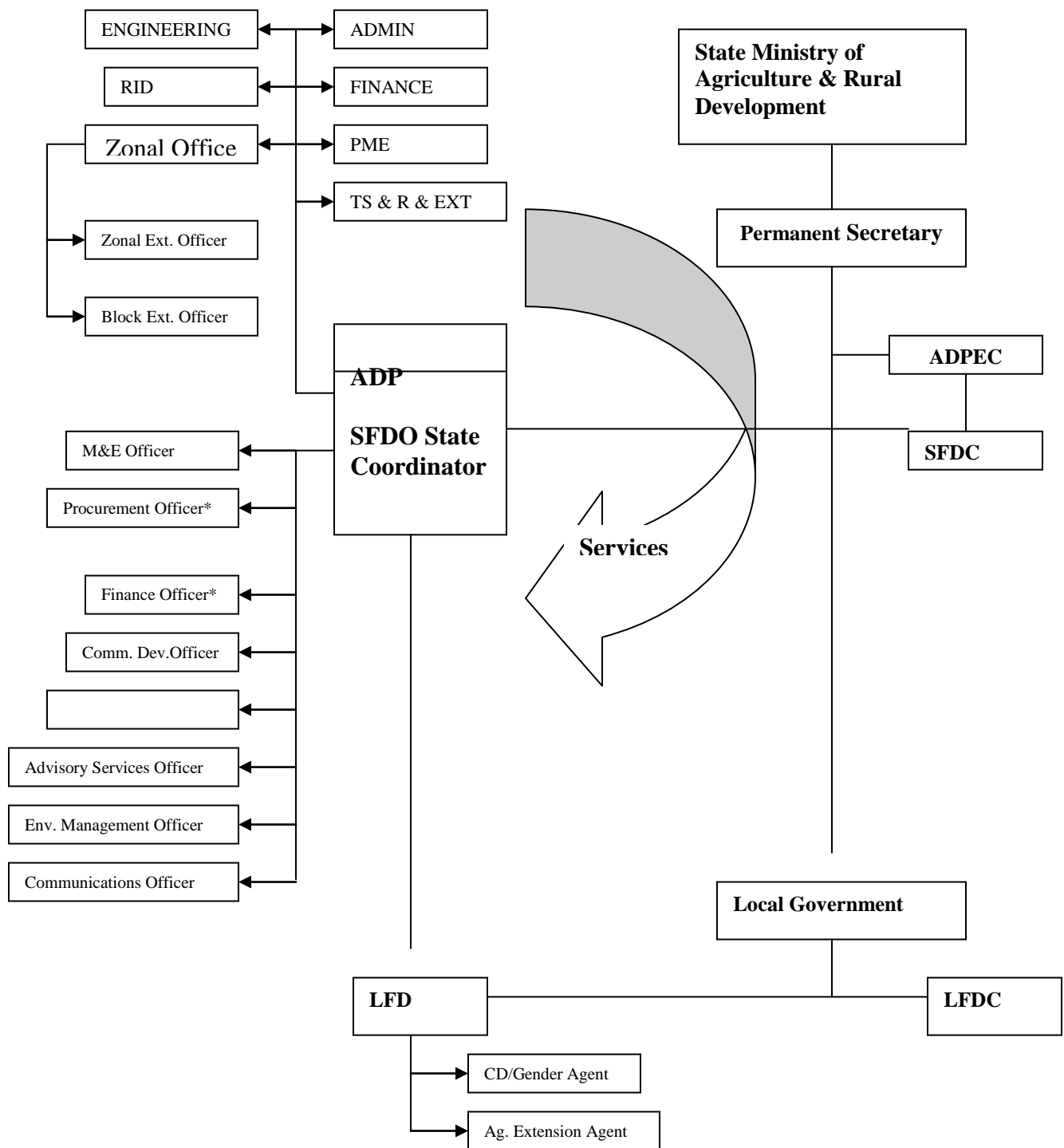
Primary Reasons For Poverty	%
Agricultural inputs too high	28.54
Lack of capital to expand own business	10.00
Capital to expand agricultural business	7.48
Low agricultural production	7.03
Low salaries	6.81
Lack of credit facilities to expand own business	6.41
Agricultural inputs not available	6.15
Hard economic times	5.46
Commodity prices high	4.45
Agricultural produce prices too low	3.07
Lack of adequate land	2.46
Others	2.36
Lack of employment opportunities	1.98
Low profit from business	1.61
Business not doing well	1.61
Lack of agricultural inputs due to other reasons	1.45
Lack of credit facilities to expand agricultural activities	1.40
No buyers for agricultural produce	0.74
Drought	0.35
Loss of property due to conflict	0.19
Lack of livestock due to death	0.19
Too much competition	0.14
Loss of employment due to conflict	0.11
Loss of limbs due to conflict	0.02
Total	100.00

Source: NBS, 2011

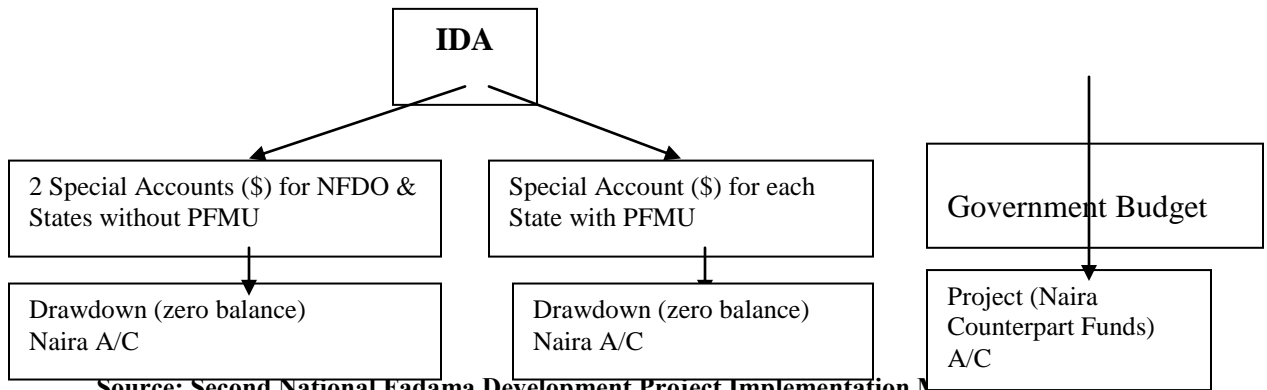
APPENDIX 9: ORGANOGRAM, NATIONAL FADAMA DEVELOPMENT OFFICE



APPENDIX 10: ORGANOGRAM, STATE FADAMA DEVELOPMENT OFFICE & LOCAL FADAMA DEVELOPMENT OFFICE.



APPENDIX 11: FUNDS FLOW DIAGRAM



Source: Second National Fadama Development Project Implementation Manual, 2002

APPENDIX 12: MONITORING FEEDBACK MECHANISM

