



**OPINIONS OF COMMUNITY DEVELOPMENT PERSONNEL ON
FINANCIAL AND CULTURAL CHALLENGES IN THE IMPLEMENTATION
OF COMMUNITY BASED PROJECTS IN KANO METROPOLIS, NIGERIA**

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ABSTRACT

This paper assessed Opinions of Community Development Personnel on financial and cultural challenges in the implementation of Community-Based Projects in Kano Metropolis. The objectives of the study included; to identify the approaches to the implementation of Community-based projects in Kano Metropolis, to examine the opinions of community development personnel on their contribution to the implementation of community-based projects in Kano Metropolis, to examine the opinions of community development personnel on the financial challenges in the implementation of Community-based projects in Kano Metropolis; to examine the opinions of community development personnel on the cultural challenges to the implementation of Community-based projects in Kano Metropolis, Kano State. In carrying out the study, the survey research method was used. The population of the study comprised 371 Local Government Community Development personnel of Kano Metropolis. Of this, a sample of 191 subjects was selected. For the reliability, reliability index of 0.67 was obtained which show the instrument was reliable. The data were analyzed using percentages, frequency counts, Means and Standard Deviations. The study revealed that the approaches used in the implementation of community-based projects in Kano metropolis are top-down, mixed government and community-led, community-driven or bottom-up, self-help and technical assistance approaches.. Based on the findings, the study recommends that a Bottom –Up Strategy such as Participatory Community Appraisal should be employed to enhance the full participation of communities in problem identification, solution, planning and implementation as well as identifying communities problems and proffering appropriate solutions to facilitate sustainable development.

1. Introduction

Nigeria gained independence in 1960, from the British Colonial government. Ever since, community development projects have been declared a priority by the successive governments, be they civilian or military (Enyi, 2014). In this regard, several organizations, institutions and agencies have been set up to undertake and monitor the complicated process of nation-building, development and integration. This post-colonial orientation was a deviation from the erstwhile colonial arrangement, whereby development efforts, in all spheres, were concentrated in the urban areas. As a result, projects such as the construction of roads, bridges, schools, railway lines, air strips, ports and marketing boards, among others, were all aimed at opening communities as a link, for the easy exploitation of export raw materials.

Even then, the declared objectives and policy statements of various governments in Nigeria were discovered to be a mere rhetoric and smoke-screen, intended not only to diffuse criticisms but to hide what the whole thing was really about, viz a systematic exploitation and dehumanization of the community dwellers (Enyi, 2014). However, in spite of this criticism, there is no doubt that the Nigerian government and its leaders have not only recognized the fact of the important roles which the urban sector plays in the generation of national wealth but also that over 70% of Nigerians live in urban areas (Enyi, 2014). It is to be noted too that Nigeria is not alone in the recognition of these facts; leaders of other developing countries in Africa have also come to accept community development as a sine qua non for national development.

The status and focus of community development projects therefore is basically to improve the quality of lives of disadvantaged and vulnerable people and communities in the society, and the practice has a long history in Africa and in Nigeria. This dates back to the colonial era especially with the township ordinance Act of 1917 in which communities are classified into first, second and third class, which in turns determines the level of infrastructural provisions for the communities (Nseabasi, 2012). However, the little attention given to some urban communities during the colonial era is to further allow the exploitation of the agricultural and mineral products abundant in those communities rather than out of genuine interest in improving the quality of lives of the people (Egbe, 2014).

Critically looking at Kano Metropolis, the present planning problems, coupled with numerous cases of dilapidation and collapse of traditional buildings, is posing a serious concern for the people of the metropolitan area. The financial cost of the infrastructural provision and the burdens on government, as the sole provider of basic facilities and amenities appears to make developmental projects a difficult task in the metropolis. There is also a mistaken belief that provision of basic infrastructural facilities such as roads, street lights, beautification of the urban environment and development, especially residential property provision, lies within the domain of the public sector (Government) only as part of her social welfare programmes (Itanyi, 2012). This assertion makes private participation in the provision of the above mentioned infrastructure negligible. It is a fact that the State alone cannot provide its citizens with infrastructure in the required quantity and quality. Thus, the current ideological outlook of the States, favouring greater involvement of private capital emanates from this belief; and which, no doubt, favours private –public-joint participation.

Ibrahim and Sheikh (2011), while providing situation analysis of the challenges of community based projects in Kano Metropolitan, observed that the government/planning agencies appear not to provide the much-needed basic infrastructure in sufficient quantity and quality to the areas. Moreover, where some of the infrastructure exists, they are usually around Government designated layouts. In areas that were not government designated layouts, the bulk of the infrastructure mostly provided through individual and community efforts were nevertheless rudimentary and inadequate.

Little wonder therefore in Kano State, and Kano Metropolis in particular, it is evident that so many community development projects have failed and many more could not be sustained. Going round the Kano Metropolis, one would be surprised at the number and level of so many uncompleted and abandoned community projects in the area which might be due to financial and cultural constraints. It was as a result of this that this researcher saw the need to assess the challenges that contributed to those problems, with the intent of proffering workable recommendations that would bring about solutions. If one is to consider the above scenarios, the question becomes: Could it be that the people of Kano metropolis were not involved or that such people were unwilling to participate in community development projects?

The Community Based Projects (CBPs) programme in Kano Metropolis is a conceived development intervention that builds on two existing poverty-reduction oriented programme, which are the poverty reduction project and local empowerment and environmental management projects. Appraising Community-Based Projects Programme (CBPs) in many States of the Federation, including Kano State, little or no objective assessment has been carried out to determine in particular the financial and cultural challenges in the implementation of Community-based projects. This, therefore, formed one of the considerations that called for this study.

1.3 Objectives of the study

The study addressed the following objectives:

1. To identify the approaches to the implementation of community-based projects in Kano Metropolis;
2. To examine the opinions of community development personnel on their contribution to the implementation of community based projects in Kano Metropolis;

2 REVIEW OF RELATED LITERATURE

2.1 Community Development

Nkwede (2009), sees 'community' as that collectivity of members who share a common territorial area as their base of operation for daily activities. By this definition, a community may be both rural and urban, hence, a person can belong to many and different associations but cannot belong to or become a member of all communities at the same time.

The concept of community development will be used interchangeably to mean the same thing. The scope of the concept of community development is very wide. It is a multi-dimensional process involving such areas as agriculture, health, education, provision of infrastructures, social life, political and economic issues, commerce and industry, among others, and their integration with the national economy. Since the scope of the concept is wide it is the pivot on which a sound national development in all its ramifications can effectively be achieved. It is, however often assumed by policy makers and development planners that community development is synonymous with agriculture. To correct this impression, it is very necessary to carry out a detailed conceptualization of the concept by scholar in the field of community development.

Since the concept of "community development" is very wide in scope, it is necessary to write about an integrated approach to the definition of the concept.

Thus, according to the United Nations (2010:4):

The concept of community development implies that it is a composite or comprehensive programme for development in which all relevant sectors such as agriculture, education, housing, health and employment are conceived as interlinking elements in a system having horizontal as well as vertical linkage in operational and spatial terms.

According to Aziz, (2009), the concept of community development should be viewed as a holistic concept, which recognizes the complexity and inter-relatedness of the many variables which influence the quality of life in urban areas. It is a complex process, which involves the interaction of economic, social, political, cultural, technological and other situational factors. Hence for the actualization of the concept, these factors have to be integrated with local government policies and plans with the objectives of improving the quality of life of the people in the urban sector. Furthermore, according to Mabogunje, (1981), community development is concerned with the self-sustaining improvement of urban areas and implies a

broad based re-organization and mobilization of the urban masses so as to enhance their capacity to cope effectively with the daily task of their lives and with the changes consequent upon this.

In the opinion of Gana, (2011), community development is important not only for its impact on communities and people but also for its contribution to the overall development of the nation. In the Nigerian experience where the bulk of the infrastructural development are centered in urban areas, and where the level of community output is very low, urban mobilization provides the quickest and most direct route to national development. This would require the adoption of appropriate technology for raising community productivity and efficient utilization of resources, creation of efficient transport network for community areas to ensure easy transportation of agricultural produce for massive food production and supply of industrial raw materials.

Kelly and Caputo (2005) inferred that community development is a broad based change for the benefit of all community members. This is based on the “common sense” notion that more developed communities are better able to meet the day-today needs of members of their community. Hawel, in Mereni (2009) asserted that when a community uses a process through which people get together through communication; identify priority needs; plan and take action to resolve problems, it often involves someone helping them to identify issues of concerns and facilitating their efforts to bring about change in those areas .Development in a community should involve and get people together through effective communication in order to identify priority needs so as to plan and in order to take strategic actions to resolve these problems.

2.2 Community-based projects

In defining a community-based project, there is the need to briefly explain the concept of project. The concept of project has been one of the most conducted and misunderstood concepts, by scholars and professionals associated with the use of the term, “Project”. Students, business men, civil servants and engineers use the word project as they deem fit and only to cover the activities they are engaged in, at a given time. The students would complain “my project is taking all my time and money”, the business men say “this is a long term or capital project”, the engineer declares; this aspect of the project is complex and difficult. The question is, could the students, business men or engineers have the same thing in mind in their use of the term, project? The answer is NO.

Many attempts had been made by authors to give meaning to the concept of project. To some, project is all capital investments to develop facilities, to provide goods and services which will increase the aggregate consumption benefits of the people (Fubara 2010, Ayo 2008).

Little and Mirlees (2004) defined project as “any scheme or part of a scheme for investing resources which can reasonably be analyzed and evaluated as an independent unit”. These definitions relate investment activities to benefit (i.e.) resource flow and output, closely related to the view of this dissertation. The tangible and the non-tangible projects. This dissertation will focus on the tangible dimension, which results to the execution of physical projects that brightens the community. Physical projects do not only provide the means of making life more meaningful for members of a community, it also results to empowerment, wakening of grass root organization and collective action toward self improvement.

In line with the above, Tamuno and Otto (2011) saw project as an instrument of change, “a coordinated series of action resulting from policy decision to change resource combination and levels, so as to contribute to the realization of a country’s development objectives”.

Amirize (2004) presented project as “any planned or deliberate programme of activities which can provide the support base, to complement efforts of individuals to enhance their well being and solve their peculiar problems”. Physical projects in communities attract other development activities. It acts as a pointer, and a means of assessing the level of development in any given community. This however leads us to the concept of community project.

2.2 Approaches to community based projects in Nigeria

Development intervention programmes are based on three types of institutional arrangements: 1) implementation and organization by government or nongovernmental organizations (top-down); 2) a mix of government and community-led implementation and consultation; and 3) community-based or community driven implementation (bottom-up).

2.2.1 Top-down approaches to community development

In the top-down arrangement, problems or priorities for intervention are selected by experts with little or no participation from beneficiaries. Rules and regulations are initially set by the implementing organizations and followed during the course of implementation. One of the arguments for the need of this type of institutional arrangement is that an external agent is necessary to prevent the “tragedy of the commons” (Imperial and Yandle, 2005). The sector-wide model (SWM) and needs-based model (NBM) are two examples of top-down approaches. The SWM is coordinated jointly by governments and donors in sectors and/or countries that are highly dependent on funds from foreign countries.

According to Farrington (2001), funding for the sector, whether internal or from donors, typically supports a single policy and expenditure programme. The government has the greater share of ownership and control of its funding than the beneficiaries of the approach. The SWM aims to develop institutional processes for the community, including planning, management, accountability and finances associated with national sector policies. Thus, the SWM provides an integrated approach based on a regulatory framework to manage collective resources for equitable development (based on accessibility due to gender, geographic location, social group, etc.).

2.2.2 Mixed government and community-led projects

The mixed community and government framework is usually applied when communities and government bodies share responsibilities on development projects. For instance, in school development projects, communities can engage in the building of schools either through the provision of funding or labor while governments place and pay teachers. These types of mixed approaches are common in development projects such as soil and water conservation, road construction and natural resources conservation (especially forest resources). The Community Based Natural Resource Management Programme (CBNRMP), supported and funded by the International Fund for Agricultural Development (IFAD), and the federal government of Nigeria, the NDDC, is an example of the mixed approach. CBNRMP assists \ communities in the provision of wells, agro-processing equipment, road construction, seed nurseries and farm inputs (Conning & Kevane, 2012).

2.2.3 Community-driven or bottom-up approaches

Community-driven or bottom-up approaches to development are based on the premise of community ownership and responsibility for the planning, implementation and monitoring of development projects (Gillespie, 2004). Community-driven development models are consistent with the theory presented by Ostrom *et al.* (1994) that, given the right conditions, communities will effectively manage their common pool resources and avoid the tragedy of the commons (i.e., overuse or mismanagement). There are different versions of bottom-up

models used in community development. Some of these include: the community-driven development/reconstruction approach (CDD/R), the asset-based community development approach (ABCD), the rights-based model (RBM) and the sustainable livelihoods approach (SLA).

CDD/R is the framework used by the World Bank group to reach the poor in the context of weak or fragile states, in post-conflict or post-disaster managements, or in areas with poor track records of service delivery within the government system (Wong, 2012).

ABCD starts with an inventory of the community, such as the capacities and assets of local individuals, associations and institutions, rather than focusing on its needs or deficiencies. The idea behind ABCD is that the identification of assets and resources within a community can empower communities that have typically been viewed as needing help from outside the community (Kretzmann and McKnight, 1993). The RBM focuses on empowering communities to exercise and claim their rights, and enable those responsible to fulfill their duties. These rights include civil and political rights (such as freedom of speech, political affiliation and assembly) as well as social, cultural and economic rights (such as access to land, shelter, education and health) (DFID, 2001).

2.2.4 Self-help

One of the most common ways this approach is demonstrated is through activities that involve a visioning and goal setting process. The strategic planning process typically involves several steps - recruiting participants that represent diverse interests, determining the desired future condition, identifying community assets, setting priorities, generating community commitment, planning the implementation action steps, completing the action items and finally, evaluating the results.

Self-help is a great way to get local buy-in on a project. It can use the talents and experiences of local citizens as assets to further a cause. Though, a community needs to pay special attention to get a cross-section of community stakeholders to the table or priorities can be set by default by those who attend.

2.3 Contributions of community development personnel to the implementation of community-based projects

It is imperative that we examine the contribution community development personnel has adapted over the years to tackle issues relating to implementation of community development projects. It is often erroneously believed that urban development through the instrumentality of local government was considered almost synonymous with increased output of productivity. Thus, government policies and strategies towards the urban communities had always started with the premise that a forward thrust in infrastructure is one of the essentials for initiating a broader urban development process. This misconception had led to a series of inappropriate policies and strategies such as agricultural extension approach, the community development programmes, notably among which were the River Basin Development Authorities and the Agricultural Development Projects. Experiments with the various agricultural development programmes showed that they could not improve even agricultural production, which was their main focus, let alone the living conditions of the urban sector.

It is therefore important at this point to review the institutions, agencies, policies and strategies of Nigeria's development planning from colonial era to the present time to see how they affect community development. For more details of the various development plans, the works of Ifeanyi (2006) and Enyi (2010) are pertaining planning for community development dates back to 1946 when the colonial administration formulated the Ten-Year Plan for Development and Welfare for Nigeria. This was presented in the National Paper No. 24 of

1945 which could accurately be constituted as amalgamation of projects but which were not related to any overall economic targets of the country.

Under this plan, the colonial government contributed to the financing of various research institutions such as the West Africa Oil Palm Institute (Nigeria) in 1939, Nigeria Agricultural Project Mokwa in 1949, West African Research Institute (Nigeria) in 1951, Marketing Boards and Regional Development Boards in the 1950s – 1970s. These Institutes and Boards were set up with the primary motive of increasing the volume of export crops for British industries while less attention was given to the improvement of the problems of individual producers and the urban communities generally.

In 1955-1960 Development Plans, the emphasis was on increased agricultural and industrial production with a view to bringing about a rise income and improvement in the standard of living of the people. Just like the previous plan there were no specific projects for the benefits of people of Nigeria. Various scholars have commented on this situation. According to Nnoli (2007:139):

The British colonial bourgeoisie in Nigeria succeeded in establishing a colonial economy in the country as a framework for consolidating and maintaining underdevelopment. This involved systematic appropriation of economic surplus for Britain's development, discouragement of manufacturing, stagnation of agriculture as well as maintenance of mass illiteracy and sustained technological backwardness.

The above view point was supported by Onimode (1982:122) when he said; "The plan's conception of urban development was up till 1949 the improvement of the colonial economy as a version of the traditional mode of production... such conception aggravated and perpetuated the basic features of underdevelopment".

The role of the government during this period was merely the classical one of providing physical and social infrastructures on overhead capital as the foundation of the economy. In buttressing this point, Cannor (1982:24) said that:

The private enterprise was rather entrusted with the major job of developing the economy. The government role was to create favourable conditions for this through loans, subsidies, and technical assistance. As the private enterprise was essentially British, this meant mobilizing Nigerian resources for British capital accumulation.

The above views go to support the idea that the colonial plans and policies did not in any way contribute to rural development. The era of rural development by the then regional governments was ushered in by the Western Nigeria Government when it formally launched the farm settlement scheme in 1960. They were encouraged by the lack of wide spread employment among primary schools leavers in the region and unused areas in the riverine providences, which could be put to use. They were desirous of pioneering a new system of farming, which involved new techniques and the use of government supervised credit. The Eastern Nigerian Government operated similar schemes. The 1967 Civil War in the country and its aftermath paralyzed the operation of these schemes. The settlement schemes in the West failed to achieve their lofty goals. Reports indicated that the rates of return on investment were too low for the average farmer to endure. The demonstration effect on the neighbouring farmers was peripheral and its effect on alleviating the unemployment problems of the school leavers had been virtually insignificant.

2.1 Theoretical Framework

For the purpose of this dissertation, the researcher adopted the system theory to explain the financial and cultural challenges facing the implementation of community development projects in Kano Metropolis, Kano State.

2.1.1 Systems theory

Systems theory is the interdisciplinary study of systems. The theory was proposed in the 1940's by the Biologist Ludwig Von Bertalanffy and furthered by Ross Ashby (1964). A system is a cohesive conglomeration of interrelated and interdependent parts, that is either natural or man-made. Every system is delineated by its spatial and temporal boundaries, surrounded and influenced by its environment, described by its structure and purpose or nature and expressed in its functioning. In terms of its effects, a system can be more than the sum of its parts, if it expresses synergy or emergent behavior. Changing one part of the system usually affects other parts and the whole system, with predictable patterns of behavior. For systems that are self-learning and self-adapting, the positive growth and adaptation depend upon how well the system is adjusted with its environment. Some systems function mainly to support other systems by aiding in the maintenance of the other system to prevent failure. The goal of systems theory is systematically discovering a system's dynamics, constraints, conditions and elucidating principles (purpose, measure, methods, tools, etc.) that can be discerned and applied to systems at every level of nesting, and in every field for achieving optimized equifinality (Anderson, Philip, Kenneth, Arrow and Davies, 2012).

Systems theory focuses on the relations between the parts. Rather than reducing an entity such as the human body into its parts or elements (e.g. organs or cells), systems theory focuses on the arrangement of and relations between the parts how they work together as a whole. The way the parts are organized and how they interact with each other determines the properties of that system. The behavior of the system is independent of the properties of the elements. This often referred to as a holistic approach to understanding phenomena (Checkland, 2010).

Systems theory has a long history in the realm of human knowledge. Some scholars trace the development of systems theory back to Aristotle. Most scholars attribute the idea of holism, central to systems thinking, to the German philosopher Hegel who stated that the whole was greater than the sum of its part. This idea that systems consist of a number of interrelated and interconnected parts, that once put together, make the behavior of the whole different and distinct than the behavior of its individual parts.

2.1.2 Relevance of systems theory to community-based projects

First, using System Theory as a framework in this study means that if a community is an open system in constant relationship with its people, then it follows that the people will be very important in determining and explaining its success and controlling its fortunes. The implication is that every community development projects must begin by understanding and characterizing the target community. The community can be benign (few threats) or uncertain and dynamic (rapid change). Community projects must meet the needs of their environment. Second, the System Theory's viewpoint, when applied to the implementation of community project systems, would assert that these systems exhibit teleological or purposeful behavior.

One has embedded this in to the definition of community-based project, when one has stated that the purpose of any community-based project is to achieve common strategic objectives. Third, the concept of interrelated subsystems suggests that we should view community-based projects as comprising of many interrelated components. Some of these may be structural components, such as information, community participation, authority delegation, and so on. Others may be behavioral or cultural factors, such as sensitizing the community people, or motivating them on the need to take active part in the implementation of the projects behavior or building the right values. These systems are interrelated which means that one must design each one recognizing its impact on the other components. For example, one must consider how information would impact peoples behavior to participate in the process and vice versa.

2.1.3 Summary of Literature Reviewed and Uniqueness of the Study

While the researcher reviewed relevant literature on this study, important issues were highlighted which are summarized below.

Approaches to community based projects in Nigeria which include implementation and organization by government or nongovernmental organizations (top-down); a mix of government and community-led implementation and consultation; and community-based or community-driven implementation (bottom-up).

The review also identified the contributions of Nigerian local and state government to projects implementation. Thus, government policies and strategies towards the urban areas had always started with the premise that a forward thrust in infrastructure is one of the essentials for initiating a broader rural development process. This misconception had led to a series of inappropriate policies and strategies such as agricultural extension approach, the community development programmes, notably among which were the River Basin Development Authorities and the Agricultural Development Projects. Experiments with the various agricultural development programmes showed that they could not improve even agricultural production, which was their main focus, let alone the living conditions of the urban sector.

On the uniqueness of this study, it should be noted that, different studies conducted by different authors (Ifeanyi, 2006; Gillespie, 2004, among others) have pointed out a mixture of factors, which tend to affect implementation of Community Based Projects in the world. The reports did not clearly state how financial and cultural challenges are hindering effective implementation of community development projects. Therefore, an attempt to fill that gap makes this study unique.

Also, research of this nature is unique because it is a study for gaining the community's confidence and trust. Most importantly, this kind of research makes the community's collective generation of knowledge leads to the planning and enhancement of jointly created objectives. The findings of this research would undeniably harness feelings of ownership and lead to the empowerment of urban communities as opposed to their exploitation through the imposition of others' views and values. This study is also unique as it could also serve as a foundation for the establishment of partnerships in social development. The goal of partnerships is to strategically combine efforts to alleviate poverty, address inequities and social injustices through the redistribution of resources and social and economic development programmes.

3. METHODOLOGY

This section describes the method used in carrying out the study. It is organized under the following sub-headings: research design; population of the study; sample size and sampling

procedure; instruments for data collection; validation of the instruments; procedure for data collection, and methods of data analysis.

The research design for this paper the survey research design. According to Wimmer and Dominic, (2011) a survey research design aims at collecting data on, and describing in a systematic manner, the characteristics, features or facts about a given population, as they are without any manipulation of what caused the event or what is being observed. The justification for using this method was that, it is one of the most important measurements applied in an academic research (Osuala, 1982:21). This method was relevant in this dissertation because it helped identify present conditions and pointed to present needs of the community in terms of community-based projects in the study area. The design was also relevant as it helped in the sampling from the selected local governments viz. Kano Municipal, Dala, Gwale, Nassarawa, Tarauni, Fagge, Kumbotso and Ungogo Local Government Areas. Lastly, it was a more realistic design than other research designs, most especially for this study as it gives room for people's opinions.

Based on the objectives of the dissertation, the population comprised of Community Development Personnel across the Community Development Departments in the eight (8) Local Government Areas of Kano Metropolis. According to information from the eight Local Government Secretariats, there were 371 community development personnel. Of this figure, a sample size of 191 was proportionately drawn using Krejcie and Morgan (1970) sample-size determination table.

The instrument used for collecting the data was the questionnaire. The questionnaire entitled 'Questionnaire for Community Development Personnel in Kano Metropolis' (QCDP) was research-constructed and formulated according to the four point Likert-scale format. The questionnaire contained 23 questions considering the demographic variables and across the four sections (B1-B4) and addressed all the research questions raised in chapter one. The methods of data-analysis included percentages and frequency counts, means and standard deviation scores as well as tabular presentations to infer meaning from the data for each table.

4.0 DATA ANALYSIS, FINDINGS AND DISCUSSION

4.1 Introduction

This section presents, interprets and analyses the data collected in the course of the dissertation. From the one hundred and ninety-one (191) questionnaires distributed, one hundred and sixty-nine (169), which represented 88.5%, were properly filled and returned for analysis. Thus, the following analysis was done on the basis of the one hundred and sixty-nine (169) respondents.

4.1 Data-presentation and analysis

Table 1: Demographic data of the respondents

Characteristics	F	%
Age:		
18-30	25	14.8
31-40	116	68.6
41 & above	28	16.6
Total	169	100%
Marital Status:		
Married	131	77.5
Single	38	22.5
Total	169	100%

Education Qualification:		
Primary	11	18.59
Secondary	6	3.6
BA/B.ED/B.sc	159	94.1
Masters	0	0.0
Ph.D	0	0.0
Total	169	100.0
Religion:		
Islam	167	98.8
Christianity	2	1.2
Others	0	0
Total	169	100%

From table 1 above, 25 (14.8%) respondents were within the ages of 18-30;116 (68.6%) were within the ages of 31-40, while 28 (16.6%) were within the ages of 41 and older. This simply shows that most of the respondents were within the ages of 31-40. This is not surprising because the age range (31-40) was the average working age, especially in the area of study. Also in the table, 131(77.5%) respondents were married while 33(22.5%) were single. Furthermore, on the table 3, 11 (18.59%,) respondents possessed first school-leaving certificate, 6 (3.6%) have Senior Secondary School Certificate and 159 (94.1%) possessed BA/B.ED/B.SC certificates. This shows that most of the respondents possessed BA/B.ED/B.SC, which means that most respondents have a high level of qualifications.

Finally, in the table above, 167 respondents, representing 98.8%, were Muslims, while 2 of them, representing 1.2%, were Christians. This indicates that most of the respondents were Muslims. This was largely due to the religion of the area in which the study was conducted, being largely an Islamic area.

The relevance of the above demographic data to the study is that, looking at the age and qualifications of the respondents, one could state that, the respondents possessed the necessary experience to discuss the topic under investigation most especially as it relates to cultural and financial challenges of community based projects.

Research question one: *What are the approaches to the implementation of community-based projects in Kano Metropolis?*

Table 2: Approaches to the implementation of Community based projects

Approaches	SA	A	D	SD	Mean
Top-down approach is utilized in implementation of Community based projects in Kano Metropolis	111 (65.7%)	48 (28.4%)	4 (2.4%)	6 (3.6%)	1.44
Mixed government and community-led project can hasten the implementation of Community based projects in Kano Metropolis	89 (52.7%)	67 (39.6%)	7 (4.1%)	6 (3.6%)	2.59
Community-driven or bottom-up approaches allows quick and prompt implementation of Community based projects	149(88.2 %)	3 (1.8%)	12 (7.1%)	5 (3.0%)	2.59
Community based projects can be implemented through self-help efforts	141(83.4 %)	11 (6.5%)	6(3.6%)	11 (6.5%)	2.63

Technical assistance approach gives communities access to outside expertise on quick implementation of community-based projects	72(42.6%)	79 (46.7%)	4 (2.4%)	14 (8.3%)	2.76
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The table 2 above shows the approaches to the implementation of Community-based projects, indicating that 111 (65.7%) strongly agree on the utilization of the top-down approach in the implementation of Community-based projects in Kano Metropolis; 48(28.4%) agreed; 4(2.4%) disagreed, and 6(3.6%) strongly disagreed and the Mean score of which was 1.44. As to the use of mixed government and community-led project approach hasten the implementation of community based projects in Kano Metropolis, 89(52.7%) strongly agreed; 67 (39.6%) agree; 7 (4.1%) disagreed, and 6 (3.6%) strongly disagreed, and the Mean score was 2.59. In addition, that the community-driven or bottom-up approaches allowed for the quick and prompt implementation of community-based projects, 149(88.2%) strongly agreed; 3(1.8%) with agreed; 12(7.1%) disagreed and 5 (3%) strongly disagreed, and the Mean score was 2.98. Moreover, on the use of self-help efforts in the implementation of CBPs, 141 (83.4%) strongly agreed; 11(6.5%) agreed; 6(3.6%) disagree, and 11(6.5%) strongly disagreed and the Mean score was 2.63. Finally, as to the use of the technical assistance approach which gave communities access to outside expertise for the quick implementation of community-based projects, 72(42.6%) strongly agreed; 79 (46.7%) agreed; 4(2.4%) disagreed, and 14(8.3%) strongly disagreed, and the Mean score was 2.76.

From the analyzed data, however, it was established that the major approaches used in the implementation of Community-based projects in Kano Metropolis were community-driven or bottom-up approach.

Research question two: *What are the opinions of Community development personnel on their contributions in the implementation of community-based projects in Kano Metropolis?*

Table 3 Opinions of community development personnel (CDP) on their contributions in the implementation of community-based projects (CBPS)

Opinions on Contributions	SA	A	D	SD	Mean
Create awareness of community members for implementation of community-based projects	138(81.7%)	6(3.6%)	14(8.3%)	11(6.5%)	2.60
CD personnel mobilizes resources for implementation of community based projects	22(13%)	122(72.2%)	9(5.3%)	16(9.5%)	2.73
CD personnel promote community members engagements in implementation of community based projects	61(36.1%)	84(49.7%)	19(11.2%)	5(3%)	2.81
CD personnel guide the implementations process of community based projects	86(5.9%)	58(34.3%)	17(10.1%)	8(4.7%)	2.69
CD personnel monitor and evaluate community based projects	132(78.1%)	19(11.2%)	10(5.9%)	8(4.7%)	2.89

Table 3 above, shows the opinions of community development personnel (CDP) on their contributions towards the implementation of community-based projects in the study area. For instance, on the creation of awareness of community members for implementation of

community-based projects 138 (81.7%) strongly agree; 6(3.6%) agreed; 14 (8.3%) disagreed, and 11(6.5%) strongly disagreed, and the Mean score was 2.60.

On that, the community development personnel mobilized resources for the implementation of CBPs, 22 (13%) strongly agree; 122 (72.2%) agreed; 9(5.3%) disagreed, and 16(9.5%) strongly disagreed, and the Mean score was 2.73.

Also, from the table, 61 (36.1%) strongly agree that community development personnel promoted community members' engagements in the implementation of CBPs; 84(49.7%) agreed; 19 (11.2%) disagreed, and 5(3%) strongly disagreed, and the Mean score was 2.81.

In addition, 86 (50.9%) strongly agree that community development personnel guided the implementation process for CBPs; 56 (34.3%) agreed; 17(10.1%) disagreed, while 8(4.7%) strongly disagreed, and the Mean score 2.69. Finally, 132 (78.1%) strongly agreed that community development personnel monitored and evaluated CBPs, 19(11.2%) agreed; 10(5.9%) disagreed, and 8(4.7%) strongly disagreed, and the Mean score was 2.89. It is established from the data analyzed that, the major opinions of community development personnel (CDP) on their major contributions towards the implementation of community development projects were creation of awareness of community members for implementation of community-based projects and monitoring and evaluating CBPs.

4.2 Summary of findings

The following are the summary of findings of the dissertation:

1. The approaches used in the implementation of Community based projects in Kano Metropolis, were top-down , mixed government and community-led, community-driven or bottom-up, self-help efforts and technical assistance approaches.
2. The opinions of community development personnel (CDP) on their major contributions towards the implementation of community development projects in the study area were creation of awareness of community members for implementation of community-based projects, and monitoring and evaluating CBPs.

4.3 Discussion of findings

The findings of research question one revealed that the approaches used in the implementation of Community based projects in Kano Metropolis, were top-down, mixed government and community-led project, community-driven or bottom-up, self-help efforts and technical assistance approaches. These findings are consistent with the findings of Flora and Flora (2012) who revealed several approaches that aid the implementation of community based projects among which included self-help and technical assistance. The latter of which allows communities to access outside expertise in areas that may be highly technical or that may demand credentials for further funding or implementation. Also mentioned by Flora and Flora, was the conflict approach. This, according to the author, can be used as a rallying point, especially in situations where something or someone from the outside is proposing a change that is deemed undesirable. For instance, conflict as an approach is often effective when it becomes an "us" vs. "them" issue, such as the locating of a nuclear waste dump or power lines, or when the possibility of school consolidation is proposed.

The findings of research question two shows that the opinions of community development personnel (CDP) on their major contributions towards the implementation of community development projects were creation of awareness of community members for implementation of community-based projects, and monitoring and evaluating CBPs. These findings agree with the findings of Ahmed and Jahan (2000) who concluded that mobilizing, sensitizing and motivating people toward participation in the implementation process of community development projects is essential so as to identify where people's priorities lie and what it is

that motivates them. In achieving this, according to them, community leaders must be identified in order to establish key contacts between the agency and the community. Equally, the finding also agrees with the finding of Svendsen *et al* (1998) who submitted that facilitation and capacity building should be a key role of community development personnel, as this would help the community to be more efficient and effective in planning, implementing, monitoring and evaluating of community-based projects (CBPs)

5.0 SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Summary of Findings

The dissertation assessed the community development personnel opinions on financial and cultural challenges in the implementation of community-based projects in Kano Metropolis, Kano State. The dissertation was segmented into five chapters. In chapter one, a general background to the study was explained which emanated from the status and focus of community development projects met to basically improve the quality of lives of people and communities in general. The practice has a long history in Nigeria despite the fact that the country is largely a dysfunctional society in many ways by any standard. Also discussed in the chapter was statement of the problem which was triggered by the fact that since the inception of the Community-Based Projects Programme (CBPs) in many States of the Federation, including Kano State, little or no objective assessment has been carried out to determine in particular the financial and cultural challenges in the implementation of Community-based projects. The problems also emanated from the fact that Community Based Projects (CBP) is a conceived development intervention that builds on two existing poverty-reduction oriented programmes, which are the poverty reduction project and local empowerment and environmental management project. This, therefore, formed one of the considerations that called for this study.

Government initiated community development programmes have been criticized for their failure to properly identify the common objectives or the felt needs of the beneficiaries and failure to base the planning and implementation on democratic procedures by involving the people adequately. Despite the above benefits, little or no researches have been conducted to assess the financial and cultural challenges in the implementation of community based projects. This however formed another problem that triggered the study.

In carrying out the research, a survey design methodology was employed. The population comprised of three hundred and seventy-one (371) Local Government Community Development personnel across sections of the Community Development Departments in the eight (8) Local Government Areas of Kano Metropolis. However, a sample of 191 was randomly drawn from the population to represent the whole, using Krejcie and Morgan sample-size determination table (2006).

A Questionnaire entitled 'Questionnaire for Community Development personnel in Kano Metropolis' (QCDP) was used to collect the primary data. The methods of data-analysis included simple percentages and frequency distribution and tabular presentations, in which descriptive analysis was used to infer meaning from the data in each table. The use of SPSS was also employed, to analyse the research questions. The summary of findings are however highlighted below:

The study found out that community-driven or bottom up approaches allowed for a quick and prompt implementation of community development projects in Kano metropolis. It was also found out that community development personnel helped to create awareness of the projects as well as monitored and evaluated their implementation.

5.2 Conclusion

Based on the findings of the study, it is concluded that community-driven or bottom up approaches allowed for a quick and prompt implementation of community development projects in Kano Metropolis.

The study also concludes that the Community Development Personnel (CDP) should also further helped to create awareness of community members for implementation of community development projects. The Community development personnel should also mobilize resources for implementation of community based projects and promote community members' engagements in the implementation of CBPs. They should, in doing so, guide the implementation process of community-based projects as well as steadily, monitored and evaluate community-based projects (CBPs). It is also concludes that lack of funds for maintenance of the CBPs and that of the needed proper cost estimates and structural designs as the foremost financial challenges in the CBPs in Kano Metropolis, should be averted. The study further concludes that the poor maintenance culture be offset and the conflict between traditional and political leaders be avoided being the foremost cultural challenges facing implementation of CBPs in Kano metropolis.

5.3 Recommendations

Based on the findings, the following recommendations are made:

1. Since community-driven or bottom up approaches allowed for a quick and prompt implementation of community development projects in Kano metropolis, Kano State, a bottom-up strategy such as Participatory Rural Appraisal should be employed to enhance the full participation of communities in problem identification, solution, planning and implementation as well as in identifying community problems and proffering appropriate solutions to facilitate sustainable development;
2. Since community development personnel help to create awareness of the projects as well as monitor and evaluate their implementations; these personnel should embark on periodic workshops and seminar to be able to conscientize the public, particularly the urban poor on its programmes and activities; such orientation exercises should sufficiently involve the beneficiary communities in all critical stages of the programmes such as the planning and implementation stages;

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APPENDIX I

**BAYERO UNIVERSITY, KANO
FACULTY OF EDUCATION
DEPARTMENT OF ADULT EDUCATION AND COMMUNITY SERVICES**

**QUESTIONNAIRE FOR COMMUNITY DEVELOPMENT PERSONNEL IN
KANO METROPOLIS (QCDP)**

Dear Respondent,

I am a Postgraduate student of the above named institution currently conducting a research on *“Opinions of Community development personnel on financial and cultural challenges in the implementation of community based projects in Kano Metropolis”*

I plead that you kindly supply the appropriate answer to each of the questions below. The information supplied will be used for academic purpose only.

Please be assured that your anonymity will be assured, as the information will be treated with utmost confidentiality.

Thank you for your co-operation.

Ahmed Dayyabu

SPS/15/MAD/00028

SECTION A: DEMOGRAPHIC DATA

Instruction

Please tick (✓) or fill in the provided spaces as appropriate

1. Age range
a) 18-30 () b) 31-40 () c) 41- above ()
2. Marital status:
a) Single () b) Married () c) Widowed () d) Divorced ()
3. Academic qualification
a) None () b) Primary () c) Secondary () d) BA/B.ED/B.sc ()
e) Masters () (f) Ph.D.
4. Religion:
a) Islam () b) Christianity () c) Others (please specify) ()

Key:

SA = Strongly Agree

A = **Agree**
D = **Disagree**
SD = **Strongly Disagree**

SECTION B:

S/N	Approaches	SA	A	D	SD
1.	Top-down approach is utilized in implementation of Community based projects in Kano Metropolis				
2.	Mixed government and community-led project can hasten the implementation of Community based projects in Kano Metropolis				
3.	Community-driven or bottom-up approaches allows quick and prompt implementation of Community based projects				
4.	Community based projects can be implemented through self-help efforts				
5.	Technical assistance approach gives communities access to outside expertise on quick implementation of community based projects				

SECTION C:

S/N	Opinions on the contributions Community development personnel	SA	A	D	SD
1.	Community development personnel help to create awareness of community members for implementation of community based projects				
2.	Community development personnel mobilize resources for implementation of community based projects				
3.	Community development personnel promote community members engagements in implementation of community based projects				
4.	Community development personnel guide implementation process of community based projects				
5.	Community development personnel monitor and evaluate community based projects				