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

9

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%**

10

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

11

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

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

12

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 comunity 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

13

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.

14

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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18

APPENDIX I

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

QUESTIONNAIRE FOR COMMUNITY DEVEOPMENT 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

19

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				

20

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				

21