

Analysis of Constraints to the Delivery of Rural Development Programmes of Selected Non-Governmental Organizations in Plateau State, Nigeria

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Abstract

The study examined the challenges faced by selected Non-Governmental Organizations (NGOs)-(Evangelical Church of West Africa-People Oriented Development (ECWA-POD) and Country Women Association of Nigeria, (COWAN)) in the delivery of rural development programs in rural communities of Plateau State, Nigeria. The comparison of the factors which explain variations in the constraints affecting the selected NGOs was examined. A total of 60 respondents made up of staff of the respective organizations were purposively selected from four Local Government Areas of the State. The data were analysed through the use of descriptive statistics such as frequency counts, percentages, mean, standard deviation and inferential statistics like factor analysis and T-test statistics. The organizations devoted considerable efforts in agricultural, health, community development, human resource development, trading, technology and industrial promotion programmes. The study revealed that the major constraint faced by the NGOs was inconsistent release of donor fund. Four factors which had association with the underlining constraints for both organizations were isolated: inadequate funds, slow loan repayments, bad roads/ terrains and inconsistency of donor funds having coefficients 0.48, 0.70, 0.55, 0.61 and 0.48 respectively. The results of the t-test showed significant differences ($t = -2.12, p \leq 0.05$; $t = 2.11, p \leq 0.05$; $t = -16.86, p \leq 0.05$) in the mean perception of constraints faced by the organizations in-terms of inadequate manpower, lack of government support and slow rate of loan repayment respectively. It was therefore recommended that the organizations should consider self-sustainability plans and seek for alternative sources of steady funding rather than depending entirely on donor funds in the implementation of their rural development programmes.

Key words: Challenges, Donor Agencies, Non-Governmental Organizations, Rural Development, Sustainability

Introduction

There is an overwhelming need to accord rural development a priority to facilitate the sectors meaningful contribution to the socio-cultural and socio-economic development of Nigeria. The bulk of Nigeria's wealth is derived from agriculture and oil which lies in abundant quantity in rural communities. Currently, over 80percent of the entire population lives in the rural area, but much has not been done regarding social amenities and infrastructural facilities. The neglect of the rural areas has not only resulted to rural-urban drift but has also made the rural areas less attractive for socio-economic investment. The problem of rural development in Nigeria has been of great concern to different tiers of government due to the alarming rate of rural-urban migration (Ngeh, 2013).

Adeniji (2015) views rural development as an integrated activity involving implementation of programmes of agriculture, health, education, home economics, provision of infrastructure and other communal facilities under the supervision of and with full participation of government, concerned agencies and the local people. Rural development is essentially an educational process which seems to create an opportunity for local people to satisfy their human, economic, social and physical needs. Rural development succeeds only when

people are willing to accept the programmes and actively make an effort to participate. The elements of rural development include:

- i. The people own initiative, i.e. the development process must come from the peoples' felt needs
 - ii. Self-help at the personal and community level from the fact that "people only develop themselves
 - iii. Mutual help, i.e. people helping people
 - iv. Development-oriented program i.e. program designed to improve specific local condition.
- Successive administrations in Nigeria have committed the appreciable amount of resources towards the transformation of the rural sector over the years, but the rural dwellers seem to be dissatisfied with government's efforts and therefore, yearn for more attention (Ojonemi and Ogwu, 2013). This situation has encouraged good spirited individuals and organizations to come together in order to changing the life style of the rural dwellers positively. This approach is a right step towards rural transformation as the organizations are seen as essential mechanism by which rural dwellers can participate while mobilizing internal resources to improve their living standards (Enyioko, 2012).

Non-Governmental Organizations according to Ngeh (2013) have played tremendous roles in rural development in Nigeria. Some of such roles include the following:

- i. Human capital development and technical assistance.
- ii. Development of small-scale farmers through the provision of loans, improved inputs and technical advice that facilitate their growth and development.
- iii. Research on very sensitive issues, monitoring and evaluation of projects.
- iv. Enlightenment campaigns and sensitization programmes to create awareness and educate people on government policies and programmes.
- v. Advocate for the poor and attempt to influence government policies and programmes on their behalf.
- vi. Conflict resolution and peace building to complement the efforts of governments and other stakeholders in reconciliation and peace building.

NGOs have specific challenges which explain their limited role in rural development. Particular constraint includes the problem of collaboration between government-owned agricultural extension outfits like the ADPs; the Political status of NGOs and their delicate positions with regards to individual donors to which has their major setback to full participation in agricultural and rural development programme planning (Akinloye and Banji, 2005).

A study conducted by Isife *et al.* (2006) identified low participation of farmers and low adoption of agricultural technologies, late supply of production inputs, inadequate storage facilities and poor field contacts between extension agents and farmers as some of the challenges of NGOs in Nigeria. Others include inadequate communication and transport facilities, non-repayment of soft loans and irregular attendance at scheduled extension meetings by farmers. All these limit the effectiveness of NGOs in Nigeria.

Njoku *et al.* (2002) in their study identified financial constraints and lack of public awareness as the significant problems deterring the NGOs from achieving their full potential of rural development in Nigeria. Bierschenk and Hoffmann (2006) pointed out the limitations of NGOs as follows:

- i. Inconsistency in the development objectives and approaches
- ii. Lack of experienced staff
- iii. Profit-oriented to the detriment of some communities
- iv. Loyalty and accountability to donors and not to the beneficiaries.
- v. Rivalry/Competition between NGOs limiting the functions of most NGOs networks.
- vi. Their grant-based approach which encourages dependence on donor funds as a core value and ensures that the entire effort collapse once the intervention stops.

An appreciable level of work has been done over the years on the efforts of NGOs in rural development in Nigeria. This study focused on the comparative assessment of the challenges faced by the selected NGOs-Evangelical Church of West Africa-People Oriented Development (ECWA-POD) and

Country Women Association of Nigeria, (COWAN) in the delivery of rural development programs in rural communities in Plateau State, Nigeria. However, the constraints have been systematically determined and compared in this study. More specifically, this study:

- i. identifies the programmes and activities of the organizations as development agencies
- ii. identifies the major problems encountered by the organizations in the delivery of the programmes
- iii. determines whether the problems encountered by the organizations are significantly related
- vi. determines the mean perception of constraints faced by the organizations

Methodology

Study Area

The study was conducted in Plateau State, Nigeria. The State has an area of about 26,899 square kilometers with a projected population of about 4.2 million persons in 2016 at 3.0 percent annual growth rate (National Bureau of Statistics, 2018). It is located between latitude 8° 24'N and longitude 8° 32' and 10° 38' East. The state derives its name from Jos Plateau, a mountainous area in the north of the state with captivating rock formations. The altitude ranges from 1,200 meters (about 4000 feet) to a peak of 1,829 meters above sea level in the Shere-Hills range near Jos. The state shares common boundaries with Bauchi and Gombe states to the North East, Kaduna state to the North west, Nasarawa State to the Southwest, Taraba State to the South East and Benue State to the South (Trade-Investment in Nigeria, 2008).

Plateau State has a near temperate climate with an average temperature of 18 and 22°C. Harmattan winds cause the coldest weather between December and February. The warmest temperatures usually occur in the dry season months of March and April. The mean annual rainfall varies from 131.75cm in the Southern part to 146cm on the Plateau. The highest rainfall is recorded during the wet-season months of July and August. The Jos plateau makes it the source of many rivers in Northern Nigeria including the Kaduna, Gongola, Hadejia and Yobe rivers. Plateau state is known for both agricultural and manufacturing activities.

Sampling and Analytical Techniques

The population of the study consists of the staff of each of the organizations in their operational areas. Four local governments were purposively selected based on the intensity of the activities of these organizations in the areas. They include: Bokkos, Jos-South, Kanke and Pankshin. Thirty (30) NGO staff from each organization was selected using purposive sampling based on the availability of their staff in the operational areas selected. The list of the staff was obtained from the organizations, and this formed the sample frame for the study. Thus, a total of 60 NGO staff constituted

the sample size of the study. Primary data were obtained with the aid of a structured questionnaire administered to the staff of the NGOs. Data generated from the study were subjected to both descriptive statistics such as frequency counts, percentages, mean and standard deviation and inferential statistics such as factor analysis and t-test statistics.

Results and Discussion

Major Programmes of the Organizations

Table 1 shows the major rural development programmes of the selected NGOs. The study reveals that both organizations

have devoted considerable efforts for rural development. A perusal of their activities provide a view on the combination of delivery and service activities and employment generation activities in the case of ECWA-POD, while COWAN has made more efforts in human resource development and community empowerment as well as in delivery services. The study indicated that majority of the programme activities resulted in health and hygiene, community development, human resource development, technology transfer and self-reliance, economic development and behavioral changes. Importance to ecological preservation and sustainability was also there. They have moved away from being mere delivery agents of various services to undertaking training, capacity building, facilitation and empowerment of communities.

TABLE 1: Major Programmes for Rural Development of the Selected NGOs

PROGRAMMES		ACTIVITIES	
		ECWA-POD	COWAN
1	Agricultural Programmes	-Distribution of Improved Agric. Inputs -Sustainable Agriculture (organic farming) -Poultry and livestock Farming -Demonstration and Experimental farms -Food Security Programmes -Agro- Forestry -Awareness creation against Deforestation	-Women and Agriculture Programmes - Sustainable Agricultural Programmes -Improved Food Production, Processing and Packaging -Poultry Farming
2	Health Programmes	-Community Based Health Care -Awareness Raising on HIV/AIDS -Training of Voluntary Health Workers and Traditional Birth Attendants -Sanitation Facilities -Smokeless Stoves -Building of Dish Racks -Provision of clean Safe water -Nutrition Programmes -Mother and Child Clinics -Family Planning Education	-Training on Childhood Killer Diseases -HIV/AIDS Prevention -Distribution of Insecticides Treated Nets -Rural Clinics -Reproductive Health Programmes -Water Sanitation and Hygiene Facilities -Health Savings -Integrated Health and Family Planning -Nutrition Education
3	Community Development Programmes	-Provision of Improved Concrete lined Wells -Rural Roads -Rural Bridges -Technical Assistance -Construction of Class Room Blocks -Self-Help Programmes -Community Mobilization -Peace building and Conflict Transformation -Campaign against Harmful Traditional Practices	-Community Boreholes and Improved Wells -Subsidy on House Sanitation Facilities -Improved Community Sanitation and Hygiene Facilities -Formation of School Hygiene Clubs. -Advocacy on Women Issues -Capacity Building -Technical Aid /Assistance -Community Management Structure
4	Human Resource Development	-Animation (Awareness Creation) -Training Programmes -Education Promotion -Awareness on Democracy and Good Governance -Economic Empowerment through Micro Business -Literacy Programmes	-Awareness Creation -Micro-Credit and Economic Empowerment -Entrepreneur Training -Citizen Action (Democracy and Good Governance) -Women and Youth Development -Sensitization Programmes -Option -Life Plan for Youth(Skill-acquisition) -Village and Loan/ Saving Scheme -Political Education

5	Trading, Technology and Industrial Promotion	-Introduction of Fire wood Saving Stoves -Wood Lot -Introduction of Water Filters -Compressed Earth Bricks -Dish Racks -Organic Farming -Hand Crafts Training and Promotion -Well Digging Training -Distribution of Equipment and Machines -Agro-business Promotion	-Skill Acquisition and Trade Training -Training and Equipping of Technical Officers -Sliss-Fan Project -Rural Rapid Banking -Training on Improved Processing, and Packaging of Agric. Products. -Community Maintenance Committee.
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Problems Encountered by the Selected Organizations

Findings from the study as indicated in Table 2 identified the major problems of ECWA-POD as inconsistency of donor funds as submitted by 60.0% of the respondents while 43.3% of the staff of COWAN submitted that the major problem faced was inconsistency in donor funds. The findings are in

agreement with Njoku *et al.* (2002) who also found out in their study that financial constraint is a significant problem deterring the NGOs from achieving their full potential of rural transformation in Nigeria.

Table 2: Distribution of the respondents according to the problems encountered by the selected organizations

*Constraints	ECWA-POD		COWAN	
	f	%	f	%
Inadequate manpower	2	6.7	2	6.7
Unethical conduct	2	6.7	1	3.3
Staff turnover	8	26.7	10	33.3
Lack of government support	4	13.3	0	0
High demands	4	13.3	2	6.7
Slow Rate of Loan Repayment	0	0	5	16.7
Difficult Terrain and Bad Roads	4	13.3	4	13.3
Inadequate Vehicles	6	20.0	6	20.0
Inconsistency of donor funds	18	60.0	13	43.3

*Multiple responses

Factor Analysis of Rotated Component Matrix for Problems Encountered by the Organisations

The result of factor analysis indicates the extracted factors based on the problems encountered by the organizations as presented in Table 3. The result isolated three principal factors for each of the nine constraints faced by each of these organizations. The Burt-Bank Test used to identify significant factor loading to each of the isolated factors revealed that variables with factor loading of not less than + - 0.33, + -0.35, and + -0.37 for first, second and third factors respectively contribute significantly to these factors.

The result for COWAN indicates that the first group of constraints revolve around the problem of inadequate funds with factor loading of 0.61, with the problem of inadequate mobility (0.53) and high demands (0.41) revolving around this constraint.

The second factor or group of constraints identified was dominated by the problem of loan repayment with a factor

loading of 0.70. The problem of inadequate vehicles (0.56) was found to be closely associated with this problem. The last group of constraints identified by the analysis revolve around the problem of bad roads (0.55) with the problem of inadequate funds (0.42) positively associated with this problem.

The result of the analysis concerning constraints faced by ECWA classified all the nine constraints into three main groups. The first group of constraints was led by the problem of inadequate funds (0.90) which was found to be closely associated with staff turnover (0.84), the inconsistency of donor funds (0.71), the problem of bad roads (0.35) and that of inadequate mobility (0.48). The second group of problems isolated for this organization revolves around the problem of inconsistency of donor funds (0.48) with the problem of staff turnover (0.44) and that of inadequate funds (0.38) closely associated with this problem. The third group of constraints classified for this organization revolves around the problem of bad roads (0.52) with the problem of high demands from the communities for assistance (0.52) closely associated with this problem.

Table 3: Factor analysis of rotated component matrix of constraints faced by the organizations in the study area

Constraints	COWAN FACTORS			ECWA-POD FACTORS		
	1 Inadequate Funds	2 Slow Loan Repayment	3 Bad Terrain	1 Inadequate Funds	2 Inconsistency Bad in Donor funds	3 Terrain
Bad road / Terrains	-.07	.076	.55*	.35*	.158	.52*
Inconsistency of donor funds	-.76	-.041	.24	-.71*	.48*	.02
Inadequate funds	.61*	-.40*	.42*	.90*	.38*	.048
High demands for assistance	.41*	-.75*	-.109	.35*	.16	.52*
Inadequate manpower	.02	.015	-.63*	.105	.45*	-.049
Unethical conduct	.012	.010	-.37	-.11	-.45*	.049
Slow Loan Repayment	.26	.70*	-.20	0	0	0
Staff -turnover	-.87*	-.050	.14	-.84*	.44*	.012
Inadequate mobility	.53*	.57*	.37	.48*	.30	-.82*
Lack of Govt. support	0	0	0	.034	-.60*	-.010

* Factors with significant loading. Extraction Method: Principal Component Analysis.
Rotation Method: Varimax with Kaiser Normalization

In summary, the result revealed that the constraints faced by COWAN revolved around inadequate fund, the inconsistency of donor funds and the problem of bad roads. On the other hand, the constraints faced by ECWA revolves around

inadequate/ inconsistency of donor funds and the problem of bad roads/ terrains. The result implies that all the variables with high factor loading for the organizations are related to the factor of inadequate funds or financial factor.

Test of Difference in the Mean Perception of Constraints Faced by the Organizations

Analysis of the mean perception of constraints faced by the organizations was done to ascertain to what extent the problems had affected the organizations. Table 4 and 5 summarized the descriptive statistics on constraints and the

test of difference on the perception of the constraints by the staff of ECWA-POD and COWAN organizations.

The result as revealed in Table 4 shows that the mean perception of both organizations over the problems of

inadequate work force, unethical conduct, lack of government support, bad roads and difficult terrain fall in the range of not being serious. The result further shows that the problems of staff turnover, inadequate funds and inconsistency of donor funds was severe for both ECWA-POD and COWAN organizations (2.27, 2.23, 2.60 as mean perception for ECWA staff and (2.33, 2.43, 2.43 as mean perception for COWAN staff respectively). The result implies that the degree to which the problems affect the organizations programmes varies in some cases, depending on the problem involved.

However, regarding magnitude, the mean perception of COWAN staff on the issue of inadequate workforce was significantly higher ($t = -2.12$; $p < 0.05$) than that of ECWA-POD, indicating a significant difference between the two organizations as shown in Table 5.

On the issue of lack of government support, the mean perception of ECWA-POD on the problem was significantly higher ($t = 2.11$; $p < 0.05$) than that of COWAN which suggest significant differences between the organizations as regards their perception of government support in the delivery of their rural development programmes in Plateau State.

The t-test of significant difference also confirmed that a significant difference exists in the mean perception of ECWA-POD and COWAN over the problem of high demands for assistance from the communities. The mean perception of COWAN appears to be significantly higher ($t = -10.94$; $p < 0.05$) than that of ECWA-POD. There was a significant difference between the organizations as regards the problem of slow rate of loan repayment by members of the communities as the mean perception of COWAN staff on the problem was found to be significantly higher ($t = -16.86$; $p \leq 0.05$) than the mean perception of ECWA-POD (Table 5).

Table 4: Descriptive statistics of perception of constraints faced by the organizations

Organization	Statistics	Inadequate Manpower	Unethical Conduct	Staff Turn- over	Lack Of Govt. Support	High Demands	Slow Rate of Loan Repay	Bad Terrain	Inadequate Vehicles	Inconsistency of Donor Funds
ECWA	Mean	1.07	1.07	2.27	1.13	1.13	1.00	1.07	2.23	2.60
	Median	1.00		1.00	2.00	1.00	1.00	1.00		2.00
	Mode	1.00		1.00	2.00	1.00	1.00	1.00		2.00
	SD	0.25		0.25	0.45	0.35	0.35	0.00	0.45	0.43
	Min	1		1	2	1	1	1		2
	Max	2		2	3	2	2	1	2	3
COWAN	Mean	1.27		1.03	2.33	1.00	2.20	2.17	1.13	2.43
	Median	1.00		1.00	2.00	1.00	2.00	2.00	1.00	2.00
	Mode	1.00		1.00	2.00	1.00	2.00	2.00	1.00	2.00
	SD	0.45		0.18	0.48	0.00	0.41	0.38	0.35	0.50
	Min	1		1	2	1	2	2	1	2
	Max	2		2	3	1	3	3	2	3

Table 5: Test of equality of organizations mean perception of constraints faced in rural development programmes

Constraint	t-value	df	p
Inadequate Manpower	-2.12	45.76	0.04
Unethical Conduct	0.58	52.68	0.56
Staff Turnover	-0.55	57.77	0.58
Lack of Govt. Support	2.11	29.00	0.04
High Demands for Assistance	-10.94	56.53	0.00
Slow Rate Loan Repayment	-16.86	29.00	0.00
Diff Terrain & Bad roads	1.29	54.40	0.20
Inadequate Vehicles	1.65	56.60	0.10
Inconsistency/ Inadequate Funds	1.29	58.00	0.20

Conclusion and Recommendations

The study revealed that the major problems encountered by the two organizations were that of inconsistency of donor funds and inadequate funds to execute their programmes for rural development. It was recommended that the

organizations should consider self-sustainability plans and seek alternative sources of steady funds for their programmes rather than depending entirely on external sources. Reliance on donor funds also makes them vulnerable to changes in donor policies and priorities rather than the actual needs of the rural communities.

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