

**FADAMA USERS GROUP CHARACTERISTICS THAT INFLUENCE  
FACILITATORS' ROLE PERFORMANCE EFFECTIVENESS IN THE  
SECOND NATIONAL FADAMA DEVELOPMENT PROJECT IN  
NIGERIA**

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**Abstract**

*The Second National Fadama Development Project (NFDP-II) is the largest agricultural project in Nigeria. To ensure its effectiveness, facilitators were engaged and charged with assisting the Fadama Community Association (FCAS) and their constituent Fadama users groups (FUGs) to articulate and prioritize their problems and opportunities to be tackled. It is expected that the characteristics of the FUGs will influence facilitators' role performance effectiveness. Field study was conducted in six States of Nigeria, namely Bauchi, Imo, Jigawa, Niger, Plateau and Oyo States. Applying a multi-stage sampling procedure, 236 fadama users' group officials were sampled and administered with validated questionnaire and interview schedule to elicit data for the study to determine the Fadama users group characteristics that influence the role performance effectiveness of facilitators in the NFDP-II. Data analysis was done by use of percentage, mean and logic regression. The results of the study showed that there was low cohesiveness, low interaction with other groups and discriminating status hierarchy which implies that the characteristics are not yet adequate for role performance effectiveness of facilitators. Also only economic disposition of FUGs determined facilitators' role performance effectiveness. It is recommended that group formation should be based on economic disposition of members of the FUGs because only economic disposition of FUGs determine facilitators role performance effectiveness.*

**Key words:** *Fadama Users group variables, facilitators' role performance effectiveness, Second National Fadama Development Project, Nigeria*

**INTRODUCTION**

Over the years the agricultural sector of the Nigeria's economy has witnessed a tremendous decline in its contribution to national development. The decline is attributed to the boom in the petroleum sector and the emergence of an industrial sector (Wibberley, 2005). Providing food both in quantity and in good quality to meet the growing food demand in Africa is a major concern of national governments and international organizations. The past federal government administrations have initiated agricultural programmes to combat the problem of food insufficiency in the country. From programmes such as The National Accelerated Food Production Programme, NAFPP (1973) to the National Special

Programme on Food Security, NSPFS (2003).

The paradox is that instead of food sufficiency there is imminent threat of hunger and poverty. According to Idachataba (2001), empirical records of the performance of these programmes and projects are not impressive enough to bring about the expected transformation of the agricultural sector.

The Second National Development Project in Nigeria (NFDP-II) was initiated in 2003 to address the shortcomings of the first National Fadama Development Project and prior agricultural projects that militated against the full realization of the objectives of agricultural development in the country. Some of the factors were poor development of rural infrastructure, low investment in

irrigation technology, poor organization of fadama farmers and limited access to foreign exchange for importation of irrigation equipment. The specific objectives of the NFDP-II were to: enhance the capacity of resource users for participatory planning; project implementation, operation and maintenance; to strengthen capacities for enterprise development to construct and maintain rural infrastructure including rural roads, irrigation infrastructure, sanitation, agro-processing and marketing facilities; to establish demand-driven technical assistance and advisory services to resource users; and to strengthen capacities of project coordinators and management units of federal, state and local government levels (PIM, 2003).

The Federal Ministry of agriculture and rural development has the overall responsibility for executing the activities of NFDP-II. However, since most of the projects' administrative, financial and implementation functions are decentralized and demand driven critical decisions take place at the facilitator- community level. At this level, the Fadama Community Associations (FCAs) the local organizations, and fadama users groups (FUGs) play supportive roles. Facilitators on the other hand, are professionals that are charged with the responsibility of helping the individual beneficiaries and FCAs and their constituent FUGs to articulate and prioritize their problems and opportunities for easy handling and attainment of the goals and objectives of NFDP-II (NFDO, 2004).

After four years of implementation of the NFDP-II preliminary lessons learnt from the project indicate that the quality of facilitation support to the FCAs and their constituent FUGs is not impressive (Fadama III Zero

draft, 2005). It is probable that the effectiveness of the role performance effectiveness of facilitators in the NFDP-II is predicated on among other factors the work environment factors such as characteristics of FUGs i.e. cohesiveness, economic disposition of members of FUGs, interactivity of members with other FUGs, status hierarchy etc.

The question therefore calls for the determination of the FUG characteristics that relates to facilitators' role performance effectiveness in the NFDP-II. Which fadama users group characteristics influence facilitators' role performance effectiveness?

This study, therefore, determine the fadama users group characteristics that influence facilitators role performance effectiveness in the NFDP-II. The specific objectives were to: identify the fadama users' group characteristics in the NFDP-II and determine the fadama users group characteristics that influence the facilitators' role performance effectiveness.

## METHODOLOGY

The study area is Federal Republic of Nigeria, which shares borders with Cameroon, Benin, Niger and Chad Republics. It lies between Latitudes  $4^{\circ}$  N and  $13^{\circ} 50'$  N of the equator and longitudes  $13^{\circ}$  E and  $15^{\circ}$  E of the Greenwich meridian. Nigeria has a total land area of  $923770\text{Km}^2$ , however, the potentially arable land area is about 72 million hectares: about 80% of the total land area. Out of these amount 36 million hectares or 50% is currently cultivated. The landscape is conducive to most beneficial agricultural operations (Udo, 1978, Babalola, 2002; Nworgu, 2006). The country is drained by two

major rivers, the Niger and Benue rivers and their tributaries.

The 2006 Nigerian National Population Commission gave the total population of Nigeria as 140,033,542 with an average growth rate of 3.2% and indicating more males (72,709,859) than female (68,293,683) (NPOC, 2006).

Farming is this main occupation of Nigerians. The small holders/ resource poor farmers who farm from 0.10 – 5.99 hectares are in the majority accounting for 81.0% of the farmers. The medium scale holders that farm between 6.0 – 9.99 hectares account for 14% while large scale holders who cultivate from 10 or more hectares account for only 5% of the Nigerian farmers (Nworgu, 2006). The farming systems include crop rotation, shifting cultivation, mono cropping, mixed cropping and nomadic herding by migrant herdsmen (transhumance) (Adegbola, et al, 1996; Akinsanmi, 1996), as well as traditional raising of local breeds of livestock.

The major agricultural products include yam, cassava, rice, maize, millet, sorghum, groundnut, cowpea, rubber cocoa, oil palm, cola nut and citrus. The livestock products include cattle, sheep, goats, pigs, fish and poultry. Agricultural exports are negligible and recent trend in exports crops have not been impressive (NRSSS, 2001, CBN, 2004). This is probably because the economy depends heavily on revenue from crude oil while its rural economy is ignored (Wibberley, 2005).

The Environmental impact and social assessment for the NFDP-II report divided Nigeria into three regions based on ecological and social diversity. These are northern,

middle and southern regions. The NFDP-II is implemented in the following states: northern states: Bauchi, Borno, Gombe, Jigawa, Katsina, Kaduna and Kebbi States; the middle states: Adamawa, Federal Capital Territory (FCT), Abuja, Kogi, Kwara, Taraba, Niger and Plateau States; and southern states: Imo, Lagos, Ogun, and Oyo States (PCU, 2003).

The NFDPII is sponsored by two donor bodies: the World Bank (12 states) and the African Development Bank, ADB, (6 states). The population of the study consisted of all 18000 members of Fadama Users Groups of the NFDP-II in Nigeria. The study sample was made up of stakeholders in the implementation of NFDP-II in Nigeria: members of the Fadama users groups in the six intervention states selected for the study.

A multistage sampling procedure was used in selecting the respondents (FUG officers). In the first stage of selecting FUG officers corresponding with numbers of facilitators in three geographical regions were selected to cut across socio-ecological region as follows: northern, middle and southern regions. Secondly, two states were randomly selected from each of the three regions based on the relative number of states sponsored by the donor institutions as follows: 4 World Bank (WB) and 2 African Development Bank (ADB) sponsored states as follows: Jigawa and Bauchi from Northern Region; plateau and Niger from middle Region; Imo and Oyo States from Southern Region. Thirdly, 2 FUG officers corresponding with the facilitators' area of coverage were selected from each of the 10 local government areas in each of the six States in each of the three geographical regions of Nigeria involved in the implementation of the NFDP-II by simple

random sampling techniques.

A total of 120 facilitators were selected by simple random sampling technique from a list of facilitators provided to the researcher by each of the state Fadama project coordinators. Also all the state NFDPII coordinators from the six states were purposively selected. Similarly, all the state NFDPII community development officers (CDOs) from the six selected states were purposively selected and formed part of the sample. Each State has one State NFDPII coordinator and one State NFDPII community development officer.

One key informant, who was an officer of a FUG, from each of any two randomly selected FCAs serviced by the facilitator was purposively selected for indepth interview. Secretaries of the FUGs were purposively selected because they were literate and skilled informants. Purposively sampling is common with many government funded programmes in developing countries (Duflo, et al, 2006). A total of 240 FUG officers in the six States were selected through purposive sampling technique. However, only 236 responses were valid and used for this study.

Structured and validated interview schedules were used to collect information from Fadama users' group key informants (officers). Focus group discussions were conducted among respondents in each of the FUGs in each of the states selected for the study in order to obtain indepth information and the response to the issues raised in interview schedule were used as reference materials for discussion. Focus groups were made up of FUG members, FUGs key informant and facilitators selected among the respondents. The interview schedule and questionnaire elicited

information to cover the objectives of the study.

To describe the FUGs characteristics that influence facilitators' role performance effectiveness (objective one) respondents (members of FUG/skilled informant (official of FUG) were asked questions pertaining to FUG characteristics.

Such questions included:

- (a) Size of FUG (total number of registered members of the FUG) and membership composition (homogenous = 0, Heterogeneous = 1 ). A homogenous group consisted of members of similar economic status, opinion, skills or such characteristics. While a heterogeneous group had membership that was mixed.
- (b) Others were status hierarchy (low, discriminating = 0, High, favouring = 1): Low status members are unimportant, decision can be taken without their necessary consideration while high status people are important in a group and must be considered before critical decisions are taken;
- (c) Nature of group norm (not accepted = 0, Accepted =1): group norms refer to ideology of a group consisting of rules of behaviour. They are not accepted when improper and accepted when proper as perceived by group members;
- (d) constraints upon leaving group norm (non voluntary = 0, voluntary = 1 ): this relates to whether one is compelled or policed to remain a member because of attractiveness of the group once registered or has the freedom to leave the group without inherent sanction;
- (e) effective monitoring system (No = 0, Yes = 1): the extent to which agents of the group maintain surveillance over the members and thus detect and punish

- deviant behaviour;
- (f) FUG age (years): age of FUG refers to the number of years the group has been formed; literary level of FUG (low = 0, high = 1); this relates to the ability of members to read and write;
- (g) economic disposition of FUG (Low = 0, High = 1); this relates to the ability of members to financially contribute to the effective running of the group and meeting of its obligations.
- (h) Interaction of members with other groups (low = 0, high = 1), the extent to which members interacted with other groups for the benefit of the group was assessed. Cohesiveness of FUG (low = 0, high = 1): Group cohesiveness was measured by asking members of FUG to rate the degree to which he/she or group would like to remain a member of the FUG (Krech, et al, 1962). The mean rating and consensus was taken as a measure of group cohesiveness and was rated as low or high.

These ratings were used to determine the extent to which these FUG characteristics influence facilitators' role performance effectiveness (hypothesis one).

Objective 2 (determine FUGs' characteristics that influence facilitator's effectiveness) was realized by using the logit regression model. The logit regression model is a dichotomous choice model and was used to predict the influence of NFDP II FUGs' characteristics (variables) on the role performance effectiveness of facilitators. The model is based on the premise that the influence the NFDP II FUGs' characteristics can have on effectiveness of facilitator's is dichotomous. The logit analysis procedure calculates maximum likelihood estimates of regression parameters and the natural (or threshold)

response rate for quantal response data from biological assays or discrete event data. It develops from the need to analyze qualitative (dichotomous or polytomous) dependent variables within the regression framework. Many response variables are binary by nature (yes or no) while others are measured ordinally rather than continuously (degree of severity). Ordinary least squares (OLS) regression has been shown to be inadequate when the dependent variable is discrete (Agesti, 1990; Collett, 1991). Logit analysis and probit are more appropriate in this case. Specially, logit specification is suited to models where the dependent variable is dichotomous (Pindyck and Rubinfeld, 1977) which in this case are the effective and ineffective facilitators. The logit model just like the probit model is a dummy variable model. Furthermore, logit is more appropriate for this study because it does not necessitate the transformation of data. The values of the predictions are such that:

$$A = \begin{cases} 1 & \text{when } +x \leq 1 \\ 0 & \text{when } +x \geq 0 \end{cases}$$

## RESULTS AND DISCUSSION

### Second National Fadama Development Project Fadama users group characteristic

Fadama users group characteristics are FUGs variables that affect its performance effectiveness (Krech, et al, 1962, Robbins, 1989, Cole, 1996), and may have effect on facilitators' role performance effectiveness (Fajana 2002). This is because groups have the power to modify the attitudes of new members which is a function of group characteristics (Krech, et al, 1962). Well developed group dynamics result in increased extension performance (Leonard, 1977). The data obtained on the characteristics of FUG are presented in Table 1. These characteristics

were discussed as follows:

### **Constraints from leaving the Fadama Users Group**

The results presented in Table 1 revealed that majority of the respondents in Bauchi State (90.00%), Imo state (100.00%) Jigawa State (95.00%) and Niger State (95.00%) said leaving the FUGs was not voluntary. Similarly, 94.40% of the FUGs in Plateau State and (95.00%) in Oyo State indicated that leaving the FUGs is not voluntary. The result thus reveal that majority of the FUGs in the NFDPII in the States captured for this study said that it was non voluntary to leave the FUGs while a minority of the FUGs said leaving the groups was voluntary. This is probably because most of the FUG members were constrained by their outstanding loan repayment to leave the group. However, a few of the FUGs might have completely paid up their loans and could voluntarily leave the FUGs.

Constraints from leaving the group relate to whether members of FUG remain members of the group because of its attractiveness. If a group is attractive to members it provides the source of surveillance over its members to remain, otherwise, members could leave the group without inherent sanction.

Furthermore, the fact that majority of the FUGs were constrained from leaving have non-voluntary constraints from leaving the group is probably because the cost of leaving are greater resulting to a high degree of conformity among members (Krech, et al, 1962; Robbins, 1989). This also implies that the FUGs' membership probably has benefited the members and are therefore restrained to the extent that they did not find

any good reason to leave the FUGs. This has positive implications for the effectiveness of the FUGs and for the effective role performance of the facilitators.

### **FADAMA USERS' GROUP COHESIVENESS**

The results on cohesiveness among FUG (Table 1) reveal that majority of the respondents indicated that it was low. The distribution of the respondents who indicated low level of cohesiveness among FUG was as follows: Bauchi (95.00%), Imo (95.00%), Jigawa (85.00%).

Similarly, in Niger, Plateau and Oyo State 75.00%, 83.30%, 83.30% and 95.00% of the FUGs respectively indicated low cohesiveness. FUG cohesiveness is the degree to which group members are attracted to each other and share common goals (Robbin, 1989). As people spend more time together they become more friendly and this may lead to common interest and innovativeness.

Highly cohesive groups are more effective than those with less cohesiveness (Berkowitz, 1954). Thus cohesiveness influences productivity and productivity, seen as success, influences cohesiveness as the camaraderie reduces tension and provides a supportive environment for successful attainment of group goals (Robbins, 1989). The length of time group members spend together influences group cohesion (Robbins, 1989) therefore, the low group cohesiveness probably among the FUGs in the study area could be attributed to the fact that the FUGs were formed barely 4 years ago and yet to be established. Furthermore, low cohesiveness is probably because of the few number of meetings held per month by facilitators with

their FUGs. In order for the facilitators to be effective they may improve the cohesiveness of the FUGs by among other considerations, improving on the number of meetings they hold with their FUGs. In this way since members of the FUGs are proximally co-located interaction will be enhanced and subsequently high cohesion among group members will be achieved resulting in FUG effectiveness and facilitators' role performance effectiveness.

Results in Table 1 further show in Bauchi state NFDPII majority (55.00%) of the FUGs were heterogeneous. However in Imo state all the FUGs (100%) were heterogeneous in membership composition. On the other hand, in Jigawa state the majority (80.00%) of the FUGs were homogenous. Similarly, in Niger state majority (80.00%) of the FUGs were homogenous. The same situation was found in Plateau where 77.80% of the FUGs were homogenous. Finally, in Oyo state also majority (95.00%) of the FUGs said their membership composition were homogenous.

The results show that majority of the NFDPII states: Jigawa, Niger, Plateau and Oyo were homogenous. While the rest of the states: Bauchi and Imo were heterogeneous. This could be attributed to the fact that most FUG members had common values, attitudes and interests which tend to form stable ordering groups. Furthermore, most of the FUG members in these states were farmers. However, heterogeneous groups in terms of personality, opinions, ability, skills and perspective have an increased probability that the group will possess the needed characteristics to complete its tasks effectively (Shaw, 1976; Robbins, 1989). Membership composition refers to the

variation of group members in terms of economic status, opinions, skills, elitism, or other such characteristics. This implies that in terms of group composition the groups are not expected to perform their tasks expeditiously. This implies negative effect on effective role performance of facilitators.

### **Economic Disposition**

The results in Table 1 indicate that all the FUGs in the State covered were of high economic disposition except those of the FUGs in Imo State. Thus, 85.00%, 80.00%, 65.00%, 85.00% and 80.00% of respondents in Bauchi, Jigawa, Niger, Plateau and Oyo States respectively ascertained that they were of high economic disposition while 80.00% in Imo State indicated that they were of low economic disposition. It therefore, follows that most of the FUGs in NFDPII intervention states were of high economic disposition while only one state was of low economic disposition. This shows that FCGs in the NFDPII nation wide have the financial muscles to contribute their quota towards the implementation of the NFDPII. Economic disposition is the economic capability of members of FUGs in terms of members' ability to financially participate in the groups obligations.

Economic disposition of FUGs is a crucial determinant for the effective implementation of participatory rural development programmes and facilitators' role performance effectiveness. The first National Fadama Development Programme in Nigeria was credited to being successful. This was partly because of the economic disposition of Fadama Users Association. Some of the Fadama Users Associations were assisted to obtain credit from commercial banks. The

loans recovery from FUGs was initially poor in some states but tremendously increased and averaged 71.00 percent at the close of the project (World Bank, 2002). Therefore, group formation should take consideration of economic disposition of members to ensure group effectiveness and facilitators' role performance effectiveness. Furthermore, FUGs could be registered as cooperatives to enhance their credit worthiness. According to Fadama II update (2007) Lagos state registered 740 FUGs and 105 FCAs as cooperative groups as part of the cardinal principles of the Fadama II project. Furthermore, a savings credit scheme model suitable for adoption by FCAs and FUGs for them to operate their own savings and credit schemes to meet their working capital and financial needs is in place now (Fadama Update, 2007).

**Table 1: Percentage distribution of states by fadama users group characteristics  
(n = 118)**

S/N	FUG VARIABLES	BAUCHI n=20 %	IMO n=20 %	JIGAWA n=20 %	NIGER n=20 %	PLATEAU n=18 %	Oyo N=20 %	Grand MEAN
1	Constraints from leaving							
	FUG	90	100	95	95	94.4	95	94.8
	Non voluntary	10	00	5	5	5.6	5	5.2
	Voluntary							
2	Cohesiveness							
	Low	95	95	85	75	83.3	95	88.05
	High	05	05	15	25	16.7	05	11.95
3	Membership Composition							
	Heterogeneous	55	100	20	20	22.2	5	37.04
	Homogenous	45	00	80	80	77.8	95	62.96
4	Economic Disposition							
	Low	15	80	20	35	15	20	30.33
	High	85	20	80	65	85	80	69.17
5	Effective Monitoring System							
	Yes	45	95	85	100	77.8	100	83.80
	No	55	5	15	00	22.2	00	16.20
6	Interaction with other FUGs							
	Low	45	95	65	75	83.3	90	75.55
	High	55	5	35	25	16.7	10	24.45
7	Literacy Level							
	Low	00	00	30	55	22.2	45	25.37
	High	100	100	70	45	77.8	55	74.63
8	Nature of FUG Norm							
	Not Accepted	70	100	90	00	00	95	59.16
	Accepted	30	00	10	100	100	5	40.84

### Effective Monitoring System

Information elicited from FUGs on effective monitoring system Table 1 reveal that apart from Bauchi where 55.00% of the respondents indicated that there was no effective monitoring system in NFDP-II, 95.00%, 85.00%, 100.00%, 77.80% and 100.00% of the respondents in Imo, Jigawa, Niger, Plateau and Oyo State respectively stated that FUG had no effective monitoring system.

This means that apart from Bauchi state where majority of the FUGs had effective monitoring system, majority of the FUGs in the rest of the states: Imo, Jigawa, Niger, Plateau and Oyo said there was no effective monitoring system in their FUGs. This is because Bauchi state was a core state in NFDP I and probably NFDP II group formations may have benefited from past experience (Akinola, 2007). Effective monitoring system refers to the ability of agents of the group to maintain surveillance over members and detect and punish deviant behaviour. Effective monitoring system has serious implication for effective performance of FUGs and facilitators' role performance effectiveness. Effective group monitoring increases the impact of group norms if facilitators or his agents, like the FUGs officials, maintain surveillance over members to detect and sanction deviant behaviour especially if the attitude is expressed in public (Krech, et al, 1962). Lack of effective monitoring system presents "a state of pluralistic ignorance in which no one believes but in which every believes that everyone also believes" in the goals of the FUGs (Krech, et al, 1962). The implication of this finding is that facilitators' performance effectiveness may be compromised as a result of the lack of

effective monitoring system within the groups in the NFDP II.

### Interaction with Other Fadama Users Groups

Results in Table 1 show that majority (95.00%) 65.00%, 75.00%, 83.30% and 90.00% of the FUGs in Imo State, Jigawa State, Niger State, Plateau State and Oyo State respectively indicated that there was low interaction with other FUGs. Conversely 55.00% of FUGs in Bauchi State had high interaction with other FUGs.

The results thus show that majority of the FUGs in the NFDP II nation wide had low interaction with other FUGs while only Bauchi state FUGs had high interaction with other FUGs. This is probably because FUGs in the other states were newly formed. While Bauchi state was one of the core states that benefited from the NFDP I and probably inherited or benefited from the NFDP I FUA structures (Turner, 1997, and Akinola, 2007). This agrees with Daudu (1994) that some personal characteristics such as qualification and in-service training are important factors to consider in enhancing inter-agency interaction. Bauchi State FUGs have high literacy level in addition to human development in terms of FUG activities.

Interaction with other FUGs refers to the extent to which members interact with other groups for the benefit of the FUG. When interaction is high people tends to be more open and more comfortable with the pursuit of the group task. Group interaction depends on factors such as leadership, individual and group motivation to have intra and inter-group interaction (Cole, 1996). Interaction results in linkage the use of which can

enhance coordination among groups

(Mulford and Klonglan, 1981). Inter-group interactions are also important because it is a function of interactive learning which implies that interaction among actors determines innovative performance of members of an innovation system, (Feison, 2005). There is a need of the NFDPII to enhance interaction among the FUGs in order to reap the benefits of inter-group interaction. The ability of the facilitators, in charge of FUGs, to obtain the commitment of FUGs officials to achieve the team spirit is crucial in resulting in a high degree of collaboration among the FUGs (Cole, 1996). Consequently, the interaction level of FUGs is a veritable measure of facilitators' role performance effectiveness. This is because effective group interaction may have a motivating effect and facilitate wider communication (Abah, 2004).

### **Literacy Level of FUG Members**

The result in Table 1 reveals that the literacy level of 100.00% of the FUGs in Bauchi state, also 100.00% in Imo State, 70.00% in Jigawa State, 79.80% in Plateau State and 55.00% in Oyo State respectively had high literacy level. However, in Niger State, majority (55.00%) of the NFDP-II FUGS had low literacy level. The results show that majority of the FUGs in five states: Bauchi, Imo, Jigawa, Plateau and Oyo had high literacy level while the FUGs in Niger State had low literacy level. This means that majority (74.63%) of the FUGs across the study area had high level of literacy. This is probably because of the impact of Universal Primary Education Scheme introduced in Nigeria so many years ago and the retrenchment exercise of civil servant nation wide due to deregulation of the economy which has discharged many literate persons in the rural economy.

This is a good ground for the effective performance of the FUGs and as a result role performance effectiveness of the facilitators in the NFDPII. This findings agree with that of Ozor (2006) in a study covering the six geopolitical region of Nigeria in which majority of the farmers (57.70%) were literate confirming that the literacy level in Nigeria is reasonably high (76.60%). Similarly, Akinola (2007) found that nearly all Fadama users association (FUAS) members in FUA managed irrigated farming systems in Kano and Plateau states of Nigeria were literate. Literacy level of FUG members refers to the ability of FUG members to read and write. Madukwe (1995) noticed this situation many years ago when he stated that there is a noticeable increase in the way farmers are aligning themselves into groups that cut across socio-economic, political, ethnic lines and scale of operation with an increasing number of literate farmers participating. The high literacy level of the FCAs, connotes that members may source for useful information from the literary and information technology sources to assist the facilitators to make effective job decisions for the good of the NFDPII.

### **Nature of FUG Norm**

Information elicited on the acceptance of FUG norms as presented in Table 1 show that majority (70.00%) of the FUGs in Bauchi State (100.00%) in Imo State, 90.00% in Jigawa and 95.00 in Oyo State respectively did not accept the FUG norms. On the other hand, all (100.00%) the FUGs in Niger State and Plateau State respectively accepted the group norm. This implies that majority of the FUGs did not accept the FUG norms in the NFDPII nation wide and are therefore, in the

forming stage of group development where close relationship and cohesiveness is not developed (Robbins, 1989; Windapo and Afolayan, 2005). It is also probable that FUGs norms were not collectively formed, but unilaterally imposed by the World Bank and the African Development Bank: The funding agencies. It could also be attributed to the fact that because the average FUG ages (less than 4 years) is low: members are yet to completely appreciate the norms as to adopt them. Norms are acceptable standards and rules of behaviours within the FUG and shared by members, i.e. standards of what ought to be done or not to be done at certain circumstances, within a group that are shared by the group members (Robbins, 1989). They are a tool for social control (Igbokwe, 2005). In this context they are common standards of social and work behaviour, which are expected of individuals in the group to conform to.

NFDP II norms relate to social inclusion. The NFDP-II recommends that 30.00% of officer positions, in the FUGs should be reserved for women. Also women must participate in decision making. Secondly decisions taken in the NFDP-II must be democratic which means all the marginalized groups such as *osu* caste members in (Iboland) and *talakawas* (in the Hausa States) must be involved in decision making. Thirdly migration pastoralists and sedentary crop farmers must jointly partake in drafting the local development plans (LDP) in order to reduce conflict in the fadama (World Bank, 2003).

These norms could be performance related and therefore energize and direct the groups efforts. Norms are influenced by organizational factors such as policies,

management style of supervision and rules and procedures, and employment rules issued (Cole, 1996). It is good that the FUGs should have group norms and enforce them. Facilitators should accentuate the group norms and make them attractive so that new members may wish to join the groups or emulate them resulting into adoption and sustainability. Therefore, to be effective facilitators' skills such as understanding and respecting Fadama Community Association values, culture and norms must be emphasized by facilitators (Pearce, 1995).

Generally group norms or organizational beliefs system ensures that work takes on meaning only in so far as it affects the group success and this is more dependent on one's ability to conform and adapt group norms than it is the result of individual effort. Work ethic by the group developed as a result of group norm may act against personal wish in the pursuit of organizational goals and this philosophy is diffused in all the groups through the process of socialization or indoctrination period during which specific ethics are taught at the point to make the group work (Fajana, 2002). Consequently the facilitator should indoctrinate or socialize its group members because this is the glue that binds individuals to group effort which may result in the facilitators' role performance effectiveness.

### **Status Hierarchy**

Data in Table 1 indicate that in Bauch State majority (65.00%) of the FUGs had low (or discriminating) status hierarchy. The same situation was observed in Imo state (60.00%), Jigawa State (80.00%), Niger State (80.00%), Plateau State (94.4%), Oyo State (85.00%) of the FUGs respectively had low status

hierarchy. This implies that majority of the FUGs indicated that status hierarchy in the FUGs was low or discriminating.

This shows that in most of the FUGs the facilitator would have to contend with the issues of social exclusiveness. Status hierarchy refers to the status or position differentiation in a group. Ideally a stable hierarchy makes for groups effectiveness (Krech, et al, 1962). However, while what is obtained in the NFDP II is low status hierarchy in most of the FUGs indicating status differentiation. Krech, et al. (1962) explained that members of any group that exist in the group for any appreciable period of time come to occupy different status positions in the group. The influence the resulting status has upon group effectiveness of the group function is mediated in part by the pattern of communication in the group. Therefore, notwithstanding the low status hierarchy exhibited in the FCAs, the facilitator need to maintain an open communication policy which will not allow any subgroup or members to dominate the decision making process. This will prevent the lower status members to direct more and more of their communication towards the higher status members to serve as a substitute to blocked upward movement in the hierarchy. Thus making them to lose their voice resulting into social exclusion. One of the objectives of the facilitator programme under the NFDP-II is to increase the capacity of the facilitators to solve problems using socially-inclusive methods (Hagmann, et al., 1998; Odoh and Jibo, 2004). Good facilitators play a neutral role, do not dominate or allow others to dominate meetings, they encourage all to express their opinions and ensure FUGs meetings

objectives are agreed upon by every one (Ellis-Jones, et. al, 2005).

### **Fadama users group variables that determine facilitators role performance effectiveness (Hypothesis1).**

Results of the logit analysis of parameters estimates, (Table 2) show that of all the fadama users group variables examined only economic disposition of FUG ( $R = 1.24$ ;  $P < 0.05$ ) had significant effect on facilitators role performance effectiveness. The positive coefficient for economic disposition indicate that FUGs with higher economic disposition (rich FUGs) are likely to be effective and increase facilitator's role performance effectiveness. This implies that economic disposition of FUGs determine facilitators' effectiveness. However, the  $R^2$  value of 0.36 indicates that the model explains only 36% of the FUG characteristics which determine facilitators' role performance effectiveness. This means a need to test and include more FUG characteristics to strengthen the model.

Under the second National Fadama Development Project using the community driven development approach support is given to Fadama users in terms of matching grants for addressing critical problems of rural dwellers such as productive assets to the tune of 80.00% of the costs, rural infrastructure to the tune of 90.00% of the cost, technical advisory services to the tune of 70.00% of the cost, the balance to be contributed by the FUGs (Ayoola, 2007). Indeed, the NFDP-II beneficiaries contribute 10 percent of the cost of advisory services they receive (IFPRI, 2008) in order to promote sustainable transformation of subsistence agriculture to commercial agriculture (NNPC, 2007). Furthermore, the

first national fadama development project was ranked high and adjudged to be very successful because, among other factors, about 9233 fadama users associations 138% of the target were set up and some of these were assisted to obtain credit from commercial banks and loan recovery was high averaging to 71.00% at the close of the project (World Bank, 2002). Similarly, the corporate will and ability of the FUGs is a pre-requisite for satisfactory performance and systems sustainability, even without formal structures in place (Bergmann, 1984, Akinola, 2007). Akinola (2007) in his study of FUGs in Plateau state noted that nearly all the FUGs (95.00%) agreed to increase their financial contribution/levies since this was the only means of their survival or security.

**Table 2: Logit analysis of parameter estimates of fadama users group characteristics that determine facilitators role performance effectiveness**

Fadama users group variable	Estimated parameter ( )	Standard error	R-value	Wald (W) Significance
Constraint from leaving FUG	0.20	1.03	0.00	0.85
Cohesiveness	-0.29	0.59	0.00	0.63
Membership composition	-0.01	0.56	0.00	0.99
Economic disposition	1.24	0.57	0.15	0.02*
Effective Monitoring System	-0.67	0.70	0.00	0.34
Age (years)	-0.49	0.36	0.00	0.17
Interaction with other FUGs	-0.01	0.58	0.00	0.98
Literacy level	-0.24	0.49	0.00	0.63
Nature of FUG norm	0.68	0.90	0.00	0.45
Size (total number of members)	0.04	0.11	0.00	0.72
Status hierarchy	0.14	0.71	0.00	0.85
Field data 2007		* Significant ( $P \leq 0.05$ )		
Constant	= 0.86			
R <sup>2</sup>	= 0.36			
Percentage of correct classification = 69.70%				

These are shining examples of the effect of economic disposition of FUGs on project sustainability. The implication of this finding is that rich FUGs are more likely to emerge as effective groups and hence likely to make their facilitators to be more effective in their role performance. This means the overall effect of economic disposition of FUGs on effectiveness of facilitators is crucial. Thus it is probable that economic disposition of

groups is the main underlying FUG characteristic in demand driven group formation. The overall effect of economic disposition of FUGs on role performance effectiveness of facilitators was significant ( $P \leq 0.05$ ).

### Conclusion

It is difficult to conclude that FUG variables determine facilitators' role performance effectiveness. However, economic

disposition of fadama users groups determine facilitator's role performance effectiveness.

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### Recommendation

Group meetings should be regular and emphasized to ensure group cohesiveness and the concomitant development of desirable group characteristics. Furthermore, a policy should be formulated and implemented with regard to group formation. Group formation should be based on economic consideration, market driven and proximity, ensuring that members are not disparately located. This will result in facilitators' role performance effectiveness, group viability, effectiveness and sustainability of the Fadama development programme.

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