

ANALYSIS OF STAFF TRAINING ACTIVITIES OF BORNO STATE AGRICULTURAL DEVELOPMENT PROGRAMME: DURING AND AFTER WORLD BANK FUNDING (1989-2004)

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ABSTRACT

Borno State Agricultural Development Programme (BOSADP) uses the Training and visit (T and V) extension delivery system. A key feature of the T and V system is regular and continuous training of staff. This study therefore assessed the training activities of BOSADP during (1989-1995) and after (1996-2004) World Bank funding of the programme. Primary data were collected using structured questionnaire administered to 60 randomly selected members of staff from various sub-programmes of the organization. Reports on training records of BOSADP for 1989-2004 were used for secondary data. The results revealed high performance indices (PIs) for most training activities during the World Bank funding period. For instance, PI for training in short courses and technical meetings were 108.52% and 100.00% respectively. However, after the World Bank funding period, the training activities were drastically reduced both in terms of number of training and PIs. The result also revealed a significant difference between capacity building in the core and supporting sub-programme of BOSADP ($t=5.77, p<0.05$). The major constraints reported by respondents were lack of funds (80%) and bureaucracy in the release of the meager training fund (70%). It is therefore, recommended that the three tiers of government (Federal, State and Local) should adequately fund extension services in Nigeria instead of over-reliance on World Bank Assistance. BOSADP should timely release training funds and engage in income generating activities. The private sector; NGOs and training institutions in the study area should be involved in financing and/or organizing training activities for BOSADP staff.

key words: staff training, World bank funding

INTRODUCTION

The Borno State Agricultural Development Programme (BOSADP) emerged after the successful experimentation of the enclaved southern Borno Agricultural Development Project. The general increase in agricultural production achieved through the enclaved Agricultural development Projects (ADPs) encouraged the Nigerian government to establish the ADPs on a nationwide basis with focus on small scale farmers (Okorie, 1981). Each state ADP made up of both (a) core sub-programme (i.e Adaptive Research, Extension and Fadama components) and (b) supporting sub-programme (i.e Management and Administration, Financial Services, and Programme Monitoring and Evaluation components).

In each state ADP, there is the Manpower Development and Training Unit charged with the responsibility of planning and implementing capacity building programme for the staff. This is aimed at increasing the performance of the staff to do specific jobs that they will be assigned (Ajayi, 2001). Building the capacity of extension agents to deliver technologies packages to farmers can reduce the incidence of food security and poverty which is an endemic problem in Nigeria.

Ruttan (1982) indicated that effective diffusion of new knowledge and technologies developed by agricultural researchers depend on the development of well trained cadre of extension workers. Capacity building for extension staff have been increasingly valued as a crucial issue in implementing extension programmes under the Training and Visit (T&V) system (Arokoyo, 1990 and Baradough, 1993). Olaniyi and Yekini (2006) also opined that

the role of agricultural extension workers involves dissemination of information on agricultural technology and improved practices to farm families as well as insuring farmers capacity building through the use of training programme.

Singh (1985) reported that training of the village extension workers is one of the major elements of the T & V system currently adopted by the ADPs in Nigeria. It was maintained that the objectives of such training are: to educate the extension workers about new technologies; to create confidence; and to give the extend workers a clear picture of farmers' problems.

It is important for extension workers to have a regular training in order to keep them abreast of new development in their profession (Singh, 1985). In fact, high quality regular training is a key to effective T & V system of extension (Benor and Baxter 1984). Effective implementation of training requires adequate financial resources which the World Bank has been the main source. With the withdrawal of the World Bank funding, the financing of the extension training activities in Nigeria has not been receiving the desired attention. Nevertheless, there is no empirical assessment of the BOSADP capacity building activities focusing on comparing the periods during World Bank funding (1989-95) and post World Bank funding (1996-2002).

This study was therefore, carried out to achieve the following specific objectives:

- (i) To determine the staff capacity building activities in the various sub-programmes of BOSADP during and post World Bank funding periods.
- (ii) To compare the capacity building activities for staff of the core sub-programmes and staff of the supporting sub-programmes of BSOADP.
- (iii) To identify constraints in implementing the staff capacity building activities of BOSADP.

Hypotheses

The study is posed to test the following hypotheses:

Ho₁: There is no significant difference between the performance of training and capacity building in BOSADP during and after World Bank Funding.

Ho₂: There is no significant difference in staff training and capacity building between the core sub-programmes and supporting programmes of BOSADP.

METHODOLOGY

The Borno State Agricultural Development Programmes has three agricultural zones (zones I, II and III). Zone I has its headquarters at Biu, zone II at Bama and zone III in Kukawa. Overall activities of the zones are coordinated at the headquarters based in Maiduguri, the state capital. This study was undertaken using data collected from the headquarters of BOSADP. Maiduguri was purposively selected due to the fact that most of the training activities are planned, undertaken and coordinated by the training unit based at the headquarters in Maiduguri. Moreover, most senior staffs and Subject Matter Specialist are first trained at the headquarters and are expected to train other staff at the zonal and area levels.

The data collection for this study was done in two phases. Phase one was concerned with collecting the primary data which was done using structure questionnaires administered to 10 randomly selected members of staff from each of six sub-programmes of BOSADP giving a total of 60 respondents. Phase two focused on secondary data which were obtained from the Training and Manpower Development Unit of BOSADP. Records on the targets and achievements of the training activities for the period under study were obtained.

Measurement of variables

The data were analyzed using both descriptive and inferential statistics. Performance indices (PIs) were used to determine the extent of training activities in each sub-programme. The PI techniques is a simple and practical method of evaluating a project's physical achievement against planned target (Gwary and Ogunbameru, 2002).

PI was calculated using the formula:

$$PI = \frac{A}{T} \times 100$$

Where A = Achieved Training (i.e actual achievement)

T = Targeted Training (i.e set target)

T-test was used to determine the difference, if any, between the core sub-programmes and the supporting sub-programme in terms of their activities. The T-test is a parametric statistics used to test significance of difference or relationship between population means (Akuczullo, 2003). In the context of this study, the T-test was used to compare the mean difference between the training activities in the core sub-sectors and the supporting sub-sectors of BOSADP. The dependent variable is the capacity building activities of BOSADP. It was determined by generating data on staff training activities. To generate data on staff training and capacity building in BOSADP, members of staff were requested to indicate if they had attended any of the following training programmes and also stated frequency of attendance. The programmes are: workshops, conferences, seminars, technical meetings and induction trainings. It was measured by the used of performance index (PI) measurement technique which is a ratio of Achievement to Target. Therefore, the ratio level of measurement was applied.

RESULTS AND DISCUSSION

Comparative performance of capacity building activities of BOSADP during and after World Bank funding

The study revealed that staff capacity building in BOSADP was adequate during the World Bank funding period (1989-1995). However, after the World Bank funding period (1996-2004), training activities started to decline (Table 1).

Table 1: Performance Indices of Training activities of BOSADP during and after World Bank Funding Period

Type of Training	P.I during Funding Period (1989-95)			P.I After Funding Period (1996-2004)		
	Targeted No. of Training (T)	Achieved No. of Training (A)	Performance Index (%)	Targeted No. of Training (T)	Achieved No. of Training (A)	Performance Index (%)
Short Courses	200	216	108.52	50	50	100.00
Workshops	619	426	68.82	15	10	66.67
Conference	166	129	77.71	15	15	46.67
Seminars	178	152	83.39	10	2	20.00
Technical Meetings	60	60	100.00	40	40	100.00
Induction Training	1163	1163	100.00	0*	0*	0*
Total	2386	2146	538	130	117	333
Average PI			89.74			55.56

0* = no training target and achievement

For instance, during the World Bank funding period, the PIs for short courses, workshops, conferences, seminars, technical meetings and induction training were 108.52%, 77.71%, 83.39% and 100.00%, respectively. Whereas after the World Bank funding period, the PIs were 100.00%, 66.67%, 46.67%, 20.00% 10.00% and 0.00% respectively. Table 1 further reveals that the average PI (89.74%), for all the training activities during World Bank funding period was higher than the average PI (55.56%) for the same training activities post World Bank financial support. This finding agrees with Kamilu, (2002) who stated that technology delivery to farmers, number of farm families trained, provision of infrastructural facilities to rural areas and training of extension workers all increased during the World Bank funding period but declined following the withdrawal of World Bank funding. It also disagrees with the null hypotheses (H_{01}) which states that there is no significant difference between staff training and capacity building activities of BOSADP during the World Bank Funding period and the post World Bank Funding period.

Comparing the capacity building activities for the core sub-programmes and supporting sub-programmes of BOSADP: 1989-2004

Table 2 shows that both the core sub-programmes and the supporting sub-programmes of BOSADP had received adequate attention with regards to staff capacity building (training activities) during the study period (1989-2004). In each of the sub-programmes, achievement exceeded targets with (P.Is of over 100%). However, the average PI (161.60%) for the supporting sub-programmes was higher than the average PI (103.96%) for the core sub-programmes.

Table 2: Comparing the performance indices of core and supporting sub-programmes of BOSADP 1989-2004

Core Sub-programmes				Supporting Sub-programmes			
Targeted No. of Training (T)	Achieved No. of Training (A)	Performance Index (%)	Targeted No. of Training (T)	Achieved No. of Training (A)	Performance Index (%)		
Adaptive Research	241	243	100.83	Management & Administration	140	252	
180.00				Financial Services	42	73	173.00
Extension	94	101	107.45	Programme Monitoring & Evaluation	66	87	31.82
Fadama	166	172	103.61				
Total	501	516	312		248	412	485
Average PI			103.96				161.60

Source: Field Survey 2005

The T-test result on table 3 shows that there is a significant difference in capacity building between the core sub-programmes and the supporting sub-programmes of BOSADP during the study period, 1989 – 2004. This reveals that ironically during the study period, staff under the supporting sub-programmes had more training opportunities than staff of the core sub-programmes. It also disagrees with the null hypothesis (H_{02}) which states that there

is no significant difference the core sub-sectors and the supporting sub-sectors of BOSADP in terms of staff training and capacity building activities.

Table 3: T-test between capacity building of core and supporting sub-programmes of BOSADP: 1989-2004

Type of programme	Frequency	Mean	Standard deviation	Standard error	Mean difference	T-values or T-test	P-value	Decision
Core sub-programmes	30	26.20	4.12	0.39	6.53	5.77	0.05	S
Supporting sub-programmes	30	19.67	4.85	0.45				

S = Significant

Constraints to staff training activities in BOSADP

Withdrawal of the World Bank funding of ADPs made funds so scarce and thereby almost grounding their training activities. As presented on table 4, majority (80%) of the respondents ranked lack of funds as the main constraining factor to capacity building in BOSADP. Inadequate number of resources person to organise most of the staff training programmes, as it used to be during the World Bank funding periods ranked second as reported by 75% of the respondents. Other constraining factors in descending ranking order include bureaucracy in release of training funds (70%), administrative bottle-neck (42%), and inappropriateness of training curriculum to the needs of the respondents (17%).

It is thus, clear that inadequate funding, scarcity of resources persons and delay in releasing the meager training funds are key constraints to capacity building activities in BOSADP. As rightly recognized by Benor and Baxter (1984), an extension service should not suffer from lack of recourses for training.

Table 4: Constraining factors to capacity building in BOSADP (n=60)

Factor	Frequency	Percentage (%)*	Rank Order
Lack of fund	48	80.00	1
Lack of resources persons	45	75.00	2
Bureaucracy in release of training funds	42	70.00	3
Administrative bottle neck	25	42.00	4
Irrelevance of training	10	17.00	5

*Multiple responses existed, hence, %>100

CONCLUSION AND RECOMMENDATION

The study focused on accessing the capacity building of the BOSADP. This study covered the periods during (1989-1995) and after (1996-2004) World Bank funding of BOSADP. Primary data were collected from 60 randomly selected members of BOSADP staff, while the secondary data were collected from records of the Training and Manpower Development Unit. It was found that the rate of capacity building was high (with

achievements exceeding targets) during the World Bank funding period but declined sharply after the funding period. It was also found that there was significant difference in capacity building between the core sub-programmes and supporting sub-programmes of BOSADP. The main constraints to staff training activities in BOSADP was lack of funds, followed by inadequate number of resource persons. Based on the findings of the study, the following recommendations are suggested:

- (i) The three tiers of government in Nigeria should adequately fund extension services instead of over reliance on World Bank assistance.
- (ii) BOSADP should ensure timely release of funds meant for training to enable staff go for relevant training as this is usually time bound.
- (iii) BOSADP should look inward and device means of generating revenue to supplement external sources.
- (iv) Relevant institutions within the study area, e.g University of Maiduguri and Lake Chad Research Institute, should help providing resource persons and facilities for regular training of extension personnel.

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