

## **Impact of Resource Management and Rural Development on Rural Areas in Nigeria; A Case Study of Maiha Local Government Area of Adamawa State**

**Japhet E. Yerima**

Department of Public Administration  
Adamawa State University, Mubi – Nigeria

Phone: 07039273931

Email: japhet186@adsu.edu.ng

DOI: 10.56201/jpaswr.v10.no2.2025.pg62.78

---

### **Abstract**

*The study investigated the impact of resource management and rural development on rural areas in Maiha Local Government Area of Adamawa State, Nigeria. A sample of 47 respondents was drawn from staff of the local government, traditional rulers, religious leaders and community-base organizations. The methodology adopted in the study includes survey research design, and use of secondary sources of data. Three research questions were set based on the research objectives of the study. Using the direct delivery method and the on the spot method of delivery of instrument administration, data from the administered questionnaires were analyzed in tune with the research questions. The result of the study were achieved through simple percentages and frequency distribution tables of responses. The main findings of the study, among others reveal that funds from the federation allocation to the local government were not released on time thereby crippling effective spread of development to the rural areas. In view of this, the study recommends that there should be timely release of funds from the federation allocation to effect delivery of services to the rural areas. Secondly, public policy recommendations in resource management strategies be employed for effective transformation of the rural masses of the study.*

---

### **INTRODUCTION**

The strategic position of local government closer to the grass root had made council areas a veritable instrument for rural development. As the government closer to the people, it has been the machinery for implementing self-initiated development programmes for the betterment of rural dwellers. It is not in doubt therefore to say that the yearning of local officials in both developing and developed countries of the world is to attain an enhanced living standards of the rural masses. The scope of this study is Maiha Local Government spanning the period between 2015 and 2022.

In the study, a function of resource management is conceived as consisting primarily high cost and economic capital, or finance, a component of the budget plan. Simply understood, resource management in this study is that area or set of administrative functions devoted to effective and judicious use of capital revenues in Maiha Local Government Area of Adamawa State during the period under review. It is also aimed at a careful selection of those resources of capital revenue in order to enable the local government achieve its assigned objectives.

In general, some scholars opine that the Nigerian rural sector harbours nearly 70% of the population which rightly fall within the government aegis of local government, lacking in basic infrastructure characterized by myriads of socio-economic problems (Akindele & Olapa, 2020). In Adamawa state in particular, a greater proportion of the people resides in the rural enclaves plagued by chronic underdevelopment indices (Adamawa State Economic Empowerment and Development Strategies (ADSEEDS), 2004).

The study was prompted by the desire to explore and bring out the nature and magnitude of the deplorable condition of the local government in terms of human development indices such as primary healthcare, basic education potable water, accessible road networks, stable power supply and food sufficiency. Other indicators that necessitated the study was to examine the factors for the poor revenue base of the local government which had compelled the local government to depend almost solely on the state and federal allocations for development and payment of salary bills to civil servants in the face of ever growing working population. Existing revenue profile underscores the fact that there is no institution that can perform efficiently without financial ability.

In the same vein, for the local governments to perform effectively, there is the need for adequate revenue base. In a study carried out by Abba (2015), for instance, the economic predicament of local governments in Adamawa state is attributed to poor revenue resource base among others. In other words, the non-availability of some basic human needs have resulted in the state's sole reliance statutory allocations for development.

Indeed, a critical survey of the pattern of the distribution of basic infrastructure in Maiha Local Government reveals that the living standard of the rural people have not shown much significant difference from the time the local government came into being over some decades ago. Often times than not, the state authorities in violation of the federal might divert the 10% counterpart allocation to local government to augment the 20% from the federation grant.

The Millennium Development Goals (2022), for instance revealed the following statutory increases from the federation allocations to the local government between 2015 and 2024: 2015 (₦1.2bn); 2016 (₦4.8bn); 2017 (₦5.8bn); 2018 (₦8.7bn); 2019 (₦10.4bn); 2020 (₦13.3bn); 2021 (₦16.5bn), 2022 (₦19.5bn) respectively. The internally generated revenue on the other hand revealed a ratio to total revenue between 2015 – 2022: 2015 (4.25); 2016 (2.85), 2017 (3.70), 2018 (4.19), 2020 (5.38), 2021 (5.03) and 2022 (6.47) respectively (Millennium Development Goals, 2022). As captured from the revenue figures above, Maiha local government derives its revenue from the following sources: Statutory Federation Allocation by the National Assembly, Adamawa State House of Assembly; Statutory Allowances, Grants from both central and state governments collection of rates; commercial vehicles e.g. transport companies, payment of fines, land and Jangali tax etc. (Yerima, 2015).

### **Objectives of the Study**

The general objective of the study is to assess the impact of resource management and rural development on rural areas in Nigeria with focus on Maiha Local Government Area of Adamawa State. The following are the specific objectives of the study:

- (i) To determine the level of timely release of transfer of federation allocation to Maiha local government;

- (ii) To evaluate the extent to which hijacking of federally released resources by the state government affected the level of rural development in Maiha local government;
- (iii) To suggest public policy recommendations towards improvements in resource management strategy for the promotion of rural development in Maiha local government of Adamawa State.

### **Research Questions**

In line with the objective of the study, the following research questions suffice:

- (i) Were funds from federation allocation released on time to Maiha local government?
- (ii) To what extent did federally released resources impacted on the economic conditions of rural masses in Maiha local government?
- (iii) What public policy recommendations in resource management do you suggest that will promote the level of rural development in Maiha local government?

## **LITERATURE REVIEW AND THEORETICAL FRAMEWORK**

### **Conceptual Clarification**

#### **Resource Management**

Resource or revenue as used in this study are considered synonymous viz-a-viz their management, as such they are used interchangeably. In recent years, development scholars have become increasingly interested in resources that accrue to local governments and how they are managed or mismanaged as the case may be. To therefore appreciate the place of resources management in the local government system, it is imperative to first and foremost understand the concept of resource management.

Simply put, a resource could either be personnel, time, machines, money data or any other item an organization uses in order to achieve its predetermined objectives. This study specifically sees a resource as pertaining to financial base of an organization, or its monetary value. In view of this, local governments possess core competences or internal resources that are unique to them. Concurrent with an analysis of the external environment, local governments should identify what resources, capabilities and knowledge it possess that may be used to exploit market opportunities and avoid potential threats (Gomez-Mejia and Balkan, 2020).

Flowing from the above, resources include a wide spectrum of inputs that organizations may use to deliver products and services including capital equipment, talents of employees and managers, patents and brand names. Gomez & Balkan (2020) further posits that resources may be tangible or intangible. Tangible resources include assets that can be quantified and observed. They comprise financial resources, physical assets, and workers. A strategic assessment of tangible resources should enable an organization to use fewer of them to support the same level of business, or to use the same resources to expand the volume of the business. It can also help an organization identify more profitable uses for its tangible resources.

Intangible resources on the other hand is not easy to quantify. They include a balance sheet which often provides an organization with the strongest competitive advantage. Because they are invisible, and not obvious these resources are difficult for competitors to purchase or initiate. The three most important intangible resources are the firms (organization), reputation, technology and human capital (Gomez & Balkan, 2020). The study specifically addresses tangible resources i.e., finance, not intangible resources.

## **Management**

Our next operational definition is management. The cliché management comes from the Italian word “maneggiare” which means to handle especially tools. In the same vein, the term is also derived from the Latin phrase “manu” (hand). Later, the French word “management” influenced the development in the meaning of the English word “management” in the 17<sup>th</sup> and 18<sup>th</sup> centuries (Gunu, 2014).

Generally, the definition of management is increasing just as writers and scholars of management are diverse. Nwankwo (2010) defined management as the process undertaken by one or more persons to coordinate the work activities of other persons, capital, materials, and technologies to achieve high quality results, not attainable by any one person acting alone. Management in a nut shell is the process of achieving predetermined objectives by systematically and scientifically organizing resources (human and material) through the functions of planning, organizing, coordinating and controlling (Gunu, 2014).

From the preceding, resource management can together be conceptualized as a conscious aggregation, mobilization and deployment of materials for the accomplishment of set objectives (Achua, 2016). This writer identified six key objectives of effective resources management as follows:

- i. Proper planning and budgeting;
- ii. Effective and efficient administration of government revenues;
- iii. Proper use of budget resources;
- iv. Effective control of public expenditure;
- v. Accounting and reporting on public finance; and
- vi. Full accountability for all public spending (Achua, 2016:68).

This paper focuses on financial resources management in its analysis.

## **Rural Development**

The last in our definitional series is rural development (RD). The concept is regarded as elusive; it is perceived not only as a condition of life but also as a goal to be attained and seen as a capacity to grow and change and develop. We shall attempt few of these definitions as follows:

*A strategy designed to improve the economic and social life of a specific group of people – the rural prior. It involves extending the benefit of development to the poorest, among those who seek a livelihood in the rural areas. These groups includes small scale farmers, tenants, the landless women ... (World Bank, 1975:3)*

Collorary to the above, rural development is also defined as a strategy designed to bring about an improvement in the social and economic life of rural communities. Ikotun (2012), sees rural development “as improving the living standards of the masses of the low income population residing in rural areas and making the process of their development self-sustaining, cited in (Uma Lele, 2009).

For Ekpo and Ndebbio (1998), rural development should not be seen only as providing jobs and increased income to rural people but also improving the quality of rural living through increased and improved community services. In his contribution, Olayide (2017), argues that

RD is a process whereby concerted efforts are made in order to facilitate significant increases in rural resource productivity with the overall objective of enhancing rural incomes in rural communities.

### **Philosophy of Rural Development in Nigeria**

Elements of resource generation, distribution and management in general and of the rural domain in particular have, over the years engaged the attention of policy makers and the academic, the world over. It is therefore not in doubt that the rural base constitutes one of the largest sources of both material and human resources in Nigeria. However, in spite of several development plans, inequality as a result of skewed resource allocation have polarized the country (Obadan, 2020:5).

In a study conducted by Olayede, Ogunfowara, Essang and Idachaba (2011), considerable interest has been shown by people from all walks of life in the economic development of the rural landscape in less developed countries like Nigeria. In recognition of this, the United Nations Organization (UNO) in collaboration with International Fund for Rural Development (IFRD) have named the “Development Decades” of the 1980s to 2000s as that of rural development (UN, 2000). However, in spite of this, rural development has presented intricate and inextricably intertwined socio-economic and political challenges into specific ways of life in the rural domain.

In the light of the above, it is believed that the philosophy of the management of public resources must be seen in the light of poverty reduction, and economic empowerment among the rural population. This philosophy is supported by the Independent Policy Group (Independent Policy Group, 2003:13), which holds that “the target of the Nigerian federal government is to eradicate poverty among Nigerians”. This simply implies that the Nigerian poor are to have access to basic and elementary requirements for survival including portable drinking water, food sufficiency, clothing, shelter, primary healthcare, basic education and recreation.

Against the aforementioned, lurks the possibility of success or failure. Yerima (2015) is of the view that, there is urgent need to create and provide the necessary blueprint in resource management and rural development which will, as a matter necessity pull out the rural sector out of perpetual disintegration.

### **Objectives of Rural Development in Nigeria**

If we are to accept the definition of RD as given by Uma Lele (2005) then, the main objective should be to improve the living standards of the masses of the low income population residing in the rural areas and making the process of their development self-sustaining (Uju, 2015). These encompasses:

- i. reducing rural poverty;
- ii. increasing rural productivity and income;
- iii. meeting the basic needs of the rural people;
- iv. reducing inequality in income and wealth;
- v. increasing employment and stemming rural urban migration;
- vi. providing basic rural infrastructure; and
- vii. inducing social change for balancing human and material development (Ojofeitimi, 1987; Sule, 1991; Olapade, 1991).

Based on the strategies stated above, RD is hinged on active participation of the people concerned in the conception, formulation and implementation of the development policies, programmes, and projects. It is only through active involvement of the people that self-sustenance could be achieved. Beside ensuing active involvement of the people in the development efforts, it has also been argued that there is need for strong commitment from the national leadership to rural development if the impact on the problems of rural poverty is to be effective and broad based. This commitment which is both political and administrative must be enduring and sustained, if the objective of rural development are to be achieved (Ojofeitimi, 1991:36; Garuba, 1988:30).

### **The Process/Plan of Rural Development**

A number of processes action plans and programmes have been identified in the pursuit of rural development. Uju (2015) cited the following plans and programmes as follows:

- (i) **Development Plan:**  
A plan can simply be defined as thinking before action. If we want to include change, we must plan for such change. Planning is therefore a prerequisite of rural development.
- (ii) **Institution Building:**  
Rural development entails decentralization of functions of development. For example, Nigeria Public Corporations were initially created out of ministries, taskforces were created out of the conventional ministries, tribunals were also set up. Some examples in this experiment were the creation of National Economic Empowerment and Development Programmes (NEEDs), National Poverty Eradication Programme (NAPEP) and Women Empowerment Strategies (WES), to mention but a few.
- (iii) **Policy Instrument:**  
Rural development can be administered through the use of policy instruments like the programme of farm inputs, credit loans and skills acquisition and entrepreneurial programmes.
- (iv) **Self-Help Projects:**  
Finally, we could administer development from below, or what is often referred to as rural base development. We are aware of the efforts of President Ibrahim Babangida's administration such as the Directorate of Food, Roads and Rural Infrastructure (DFRRI) and Mass Mobilization of Social Justice and Self Reliance (MAMSER) to develop rural areas in Nigeria (Moagbalu, 1991; Agbodike, 1991; Ikotun, 2002).

### **THEORETICAL FRAMEWORK**

The considered theory suitable in the analysis of this paper is modernization theory of rural development, which is relevant in development studies. The theory is traced to the work of Emile Durkheim (1893) "Division of work in society". Basically, the theory seeks to analyze which countries are beneficial and which constituted obstacles for economic growth and development (Bitrus, 2005:127).

According to Ake (2008), modernization was a complex unity of diversities, as some theories see it in broad social terms, or from a political standpoint. Yet, others look at it from the economic perspective (Hillary, 2011:284). For modernization theory, development was seen as an evolutionary process and the state of underdevelopment defined in terms of observable

differences between rich and poor countries. Thus, development implies bridging of these gaps by less developed countries to assume the qualities of the industrialized nations (Okonkwo, 1999).

Further, modernization theories observed development differences between the north (developed) and south (underdeveloped) countries. This observation has led some scholars to pose the fundamental question: why are some parts of the globe developed and others underdeveloped? The attempt to answer this question and thus explain the phenomenon of development and underdevelopment has found scholars aligning themselves behind each of the two main paradigms of development and underdevelopment (Okoye, 2008).

In line with the foregoing, the modernization theory to rural development presupposes that modernization is a total transformation of traditional society into the types of technology and associated social organizations that characterize the advanced economically prosperous, relatively and politically stable nations of the world (Ujo, 2015). One of the proponents of the modernization approach Semelser (2013) developed a model of modernization based on the structural differentiation of institutions. For Semelser:

*“A developed economy and society is characterized as a highly differentiated structures and an underdeveloped one as relatively lacking in differentiation, hence change centres on the process of differentiation itself”.*

Semelser’s model in this context is concerned with the social transformation accompanying economic development. According to him, economic development in rural societies takes place through the following:

- (a) modernization of technology;
- (b) commercialization of agriculture;
- (c) the industrialization process; and
- (d) urbanization (Semelser, 2003).

The second strand in the modernization school is that of the Parsonian pattern variables analysis. The model was developed by Talcott and Longe, cited in Uju (2015) and applied to this study.

Talcott argued that developed countries are characterized by universalism, achievement, orientation and functional specificity. Like Semelser, Talcott and Longe (2007), conceptualizes the change from a traditional to modern society as entailing the eventual modification or elimination of traditional pattern or variables, hence modernization involves shift from functionally diffuse economic roles to functionally specific roles. In spite of seemingly strong pointers of the theory in the analysis, the model has been criticized mainly because it conflated or compares modernization with westernization (Bitrus, 2015).

Again, modernization in this case would be seen as Europeanization, or an Americanization process since the western European nations and the United States are the most economically developed and politically advanced in the world (Hillary, 2011). Another criticism is that modernization regards development, rural development and underdevelopment as a condition, rather than historical process or experiences (Bitrus, 2015).

## RESEARCH METHODOLOGY

### Research Design

The study adopted the survey research design to achieve stated objectives. Survey research design, also known as cross-sectional research design is concerned with the type of information or data that are gathered, as well as the types of data collection techniques used. The design also covers data analysis techniques and methods of data presentation, analysis of results. This type of research uses simple statistical tools such as frequency distribution tables, percentages and ratios.

The study adopted the stated research design in view of the fact that data generated from the method is readily analyzed and presented, especially as the sample size is quantifiable.

### The Study Area

The research is domiciled in Maiha Local Government Area of Adamawa State. The Njanyi are the predominant ethnic groups in the local government. It is specifically located in Adamawa North Senatorial District with its headquarters at Maiha Town. The local government constitutes one of the five area councils that is composed of the district. It was formally under Mubi local government before the creation of Adamawa State in 1991 under the regime of General Ibrahim Babangida. Other local government sharing the same senatorial district with Maiha includes Mubi North, Mubi South, Michika and Madagali local government respectively. Maiha local government lies south of Mubi South local government, with Cameroun republic to the east and Song and Hong local governments to the South and West respectively.

### Sample of the Study

The study subjects covers all the population of Maiha Local Government Area. However, the sample consists of 47 respondents. The selection of the sample population was based on random and purposive sampling techniques to achieve the objective in focus. To be specific, the sample of the study includes five (5) district heads, sixteen (16) sampled civil servants, two (2) local government executives (the chairman and his secretary), five (5) youths and five (5) women leaders. Others includes 1 CAN chairman and his secretary, 1 Jama'atu Nasril Islam chairperson and his secretary, and ten (10) focus group members, making 47 respondents as shown in the table below:

**Table 1: Sample population of Maiha Local Government**

District Head	Civil servants	LG Chair & Sec.	Youth leaders	Women leaders	Focus group	Religious leaders	Total
05	16	02	05	05	10	04	47

Source: Field survey, 2023.

### Sampling Techniques

The technique used in this study was random or purposive technique; based on Babbie (2004) and Mohammed (2006:123), recommendations. According to the scholars, the sampling also known as judgmental sampling method are normally used for social science research on polls, attitudes, surveys, etc. The decisions are made on the basis of assessment of the researcher concerned, about which of the elements was more useful, or true representative. In addition to the sample technique stated the researcher used his personal judgment in selecting cases to be included in the sample. Three main factors informed the researchers' choice of sampling



technique to gather data (i) assessability of the target groups (ii) knowledge of the identified target population, and (iii) purpose of the research. In the case of this study, attempt was made to make an in-depth investigation on the research problem. However, despite the acclaimed advantage of the purposive technique, it has its limitations such as the lack of wide generalization (Jen, 2013).

#### **Procedure for Instrument Development**

The study used non-testing instrument (survey) usually used in descriptive research. Three (3) questions were drawn and administered to the study sample based on the attitudinal measurement scale (Chacko, 1981:112); Osafehinti (2004). The attitudinal scale was applied on respondents in the study. The attitudinal scale have a variety of options in the table based on individuals responses from respective respondents.

To obtain the required value of the issue in question, the total number of the respondents on the positive scale as computed against the total number of respondents on the negative scale and the scores of differences was obtained.

#### **Instrument for Data Collection**

A number of instruments for data collection were used for collecting both primary and secondary data for the study. These comprised questionnaires and research interview methods as well as documented information, from secondary sources.

#### **Primary Data**

##### **(i) The Questionnaire Method**

The first primary source used in this study was the structured or close-ended questionnaire. It is a technique where respondents were provided with set of answers from which they were expected to choose the one that most closely reflected their own view (Gyuse, 2014). The questionnaire designed in this study covers “traditional rulers and civil servants only”.

##### **(ii) The Interview Method**

Next to the primary method is the interview method. The research instrument in this category covers “local government chairman, local government secretary, youth, women and religious leaders” respectively. However, unlike the close-ended questionnaire method, the open-ended, or unstructured interview design was used to generate required data. According to Lawal (2016), this approach allows for flexibility and discovering or meaning.

##### **(iii) Focus Group Discussion:**

In this category, ten (10) respondents responded to the same set of questions as in the research interview. However, in this category, the interview involved brainstorming session and observations in which members contributed openly to each of the questions asked. The advantage of this method, according to Dlakwa (2018:46) was that, it allows for proper combination, open environment, probing questions, and an in-depth analysis.

#### **Secondary Sources of Data**

Secondary sources of data in this study comprised published materials in books, and articles on social, political, and psychological issues. These cover researchers on historical events as well as development administration, including published thesis. Some few cited examples are “resource management in local government of Nigeria by Yerima, J. E. (2015), fundamentals in Nigerian government politics and development administration by Hillary, A. N. (2021) and strategies for promoting integrated rural development administration in Nigeria by Ikotun (2012), to mention a few”.

Other articles on secondary data in the study include analysis and evaluation of journals and annual reports. Others comprised of census figures, surveys, CBN publications, etc. Some of

the categories of secondary data include Adamawa State Economic Empowerment and Development Strategy (ADSEEDS) of the Adamawa State Planning Commission Yola (2004).

### **Procedure for Data Collection**

The researcher met the various respondents in the local government area of the study. After explaining the rationale for the research work, he assured them of the confidentiality of their responses to the questions posed. Next was the administration of the questionnaire proper. Prior to this, the research had trained two (2) research assistants (RA) on how to administer the instruments. Using the direct delivery method (DDM) and on-the-spot method of instrument administration, the research assistances ensured that all the questions asked were answered by the respondents, and every copy of the instruments collected were adequately filled.

### **Method of Data Analysis**

Data collected from administered questionnaires were analyzed based on the research questions stated. In the work, responses to the research questions were analyzed based on simple percentages and frequency tabulations to obtain specific objectives of the study. The aim was to establish if observed frequencies (Fo) agree with the expected frequencies (Fe) and, if not whether the difference between the two could be attributed to sampling variations or to non-change factors.

## **DATA PRESENTATION AND ANALYSIS OF RESULTS**

This section deals with the methods, and procedures in the presentation and analysis of data collected for the study. It begins with the rate of return, respondents' personal or bio-data and the analyzed data.

### **Rate of Return of Questionnaires**

In the following, the distribution of subjects were done on the basis of number of respondents' absolute frequency (figures) and their relative frequency (percentage) respectively. The analysis commences by examining rate of return of questionnaires, totaling 47 across the local government. The rate of return of the study maintained 47, meaning that all the questionnaires distributed were returned 100%.

**Table 2: Rate of Return of Questionnaires in Maiha LG**

<b>S/No.</b>	<b>Category of Respondents</b>	<b>No. of Questionnaires</b>
1.	Local Government Chairman	1
2.	Local Government Secretary	1
3.	District Heads	5
4.	Civil Servants	16
5.	Chair Youth	5
6.	Chair Women	5
7.	Chair CAN	1
8.	Chair JNI	1
9.	Secretary CAN	1
10.	Secretary JNI	1
11.	Focus Group	10
<b>Sample Population</b>		<b>47</b>
<b>Rate of Return</b>		<b>47</b>
<b>Percentage</b>		<b>100</b>

Source: Field Survey, 2023

CAN – Christian Association of Nigeria  
 JNI – Jama’atu Nasril Islam

### Analysis of Research Questions

Below is the analysis of the research questions to guide the study.

**Q1.** Were the funds from the federation account released on time to Maiha local government?

**Table 3: Timely release of funds from the federation account**

<b>Respondents</b>	<b>Frequency</b>	<b>Percentage</b>
All the time	15	32
Sometimes	20	43
Not at all	08	17
Don't know	04	08
<b>Total</b>	<b>47</b>	<b>100</b>

Source: Field survey, 2023

Data from the table shows that 15 respondents (32%) agree that funds from the federation account to the area council “all the time”. On the other hand, 20 respondents (43%) concurred that funds were released to the area council on “sometimes” basis. Further, 8 respondents (17%) and 4 (8%) shows “not at all” and “don’t know” respectively. The analysis reveals clearly that funds released from the federation account were “sometimes” released to the area council. The table shows that 20 representing (43%) takes the highest score guides the study.

**Q2.** To what extent did federally released resources impacted on the economic conditions of the rural masses of Maiha local government?

<b>Statement</b>	<b>Frequency</b>	<b>Percentage</b>
Lack of adequate finance	12	26
Poor state of infrastructure	7	15
Corruption	11	24
Bad leadership	09	19
Don't know	05	10
<b>Total</b>	<b>47</b>	<b>100</b>

Source: Field survey, 2023

Data gathered from the table shows that 12 respondents (26%) agree factors responsible for the poor rural condition of the people as “lack of finance”, followed by 11 respondents (24%) who adduced to the problem of corruption. The rest of the responses show bad leadership corresponding to 9 respondents (19%), poor state of infrastructure, 7 respondents (15%) and don’t know 5 respondents (10%) respectively. Based on the analyzed data, the major factor for the deplorable condition of rural masses in the study area is lack of adequate financial strength to support development in the local government.

**Q3.** What public policy recommendations in resource management do you suggest that will promote the level of rural development in Maiha area council?

<b>Statement</b>	<b>Frequency</b>	<b>Percentage</b>
Review level of transfer upwards	14	29
Prompt release of funds	07	14

Leadership training	07	14
Complete release of federation account	10	21
Lack of accountability	09	19
<b>Total</b>	<b>47</b>	<b>100</b>

Source: Field survey, 2023

Data reveals 14 respondents representing (29%) agree that review of level of transfer upwards to area councils is the choice strategy as policy recommendation in resource management of the study. Close to this is 10 respondents representing (21%), followed by 9 respondents (19%) respectively. The analysis therefore reveals that review of level of transfer upwards to the area council is accepted in the study as recommended public policy strategy.

### Discussion of Results

The study investigated the impact of resources management in promoting rural development in Maiha local government area council. The discussion is presented based on research questions and objectives of the study. The first is whether funds from the federation account were released to the area council on time. From the data collected, it is clear that funds were not released to the council area from the federation account on time. However, some of the respondents agreed that they were on regular basis. These results reasonably confirm other scholars as in Ojo (2018), Akindele & Olaopa (2002). However, contrary to the affirmations above, Bello (2004) in his view contradicted the claim. He found out among other things that the prevalence between expected and actual account to area councils were the difficulties experienced in effective mobilization of funds in rural development. This claim is related to the findings of the study which states that “the use of generated revenues in local governments does not meaningfully impact on the lives of rural dwellers”.

Second, it was observed that absence of strong revenue base has accounted for the low level of rural infrastructure in area councils. Based on the analysis of data obtained, it is clear that no sufficient funds were made available for council authorities for rural development. The findings is in disagreement with the objective of the study. To buttress the point, Olisa (2001) has affirmed that adequate rural infrastructure have been provided to rural areas in the local government council.

Yet, in her submissions, Okoli (2005:87) contradicted earlier studies. To her, local governments have the mandatory role to provide the necessary infrastructure such as primary health, portable water and basic schools which have not been given adequate financial backing.

Lastly, data on promoting resource management have been analyzed. Data from the respondents show review of level of transfer upwards. Findings show that the 20% federation allocation to rural areas are inadequate. Studies, as found in Ndam (2012), and Abba (2015) attacked some state governments for hijacking the mandatory release of 10% share of their part to augment the 20% side from the federation allocation. However, the introduction of State – Local Government Joint Account System has made matters worse. As a result, direct allocations to area councils were no longer feasible as funds were now paid direct to the state joint account (Ojo, 2008). Related to this, some focus group members in the study remarked that “statutory grants were not felt by the rural masses because”, according to them, “only those

in power determine the way and manner council grants are spent” (Focus Group Discussion, 2022). However, if the findings of the study are to go by, prompt release of funds from federation account must also be taken into account.

From the analysis of the tables discussed, evidences suggest that there was no timely release of funds to the local government from external revenues for development. Similarly, inept leadership and corruption were also factors that thwarted effective deployment of funds to rural development. Finally, in the case of public policy recommendations for promoting resource management for rural development in the study, several factors have been identified but review levels of transfer, upwards, is upper most.

### **Findings of the Study**

Since the study is non-parametric or non-experimental in nature, the findings of the study are drawn from the analysis of research questions as well as the results of the study. The following points summarize key findings of the study. In table 3, out of the sample group 20 are of the affirmative that funds from the federation account were not released to council areas on sometime basis. The result shows that any difference between identified variables are not just a result of chance factors. There is therefore sufficient reason to go by the fact that funds does not accrue to the area council from time to time. The result on Table 4 also indicates that 12 respondents are in agreement with the fact that the poor rural conditions of the local government is lack of adequate finance.

Table 5 shows that a combinations of factors that yielded close relationship in frequencies of (11), (10) and (10) respectively. The result shows that upward review, timely release of funds as well as complete release of funds respectively agree to the public policy strategies in resource management for rural development in the study. Based on these findings, there is sufficient reason to agree on the public policy recommendations in resource management in rural development in Maiha local government area.

### **Conclusion and Recommendations**

Based on the results and findings of the study, the following conclusions were reached. The study sought to determine whether or not revenue resources in form of budgetary allocations in Maiha local government affected the provisions of basic rural infrastructure in the study. Findings reveal that funds from the federation account did not significantly impacted or felt by the rural population. This affirmation is in line with constitutional provisions that 20% and 10% of federally released budgets and 10% of the states’ share should be given to local governments councils for development purpose. In the same vein, findings from the study in terms of adequacy of revenue base shows that despite monthly allocations from the federal pool, the economic conditions of the rural areas were yet to experience infrastructural development in the council area. Finally, resource management strategies in the local government is seen to be the best option to effect development to the rural base. The following recommendations are offered based on the findings and conclusions of the study:

1. There should be timely release of funds from the federation account to enable local government authorities mobilize such funds for rural development. It has been observed that unnecessary delays in allocations cripples local government’s attempt to prosecute development to the grassroot people.

2. With regards to poor condition of the rural base, it is recommended that the purpose for which the internal and external sources of revenue are intended should be pursued to the latter. Diversion of funds to prosecute anti-people oriented projects should be discouraged and those found wanting be reprimanded to serve as a lesson.
3. Public policy recommendations in resource management styles should be upheld for the betterment of the rural masses. The age-long statutory allocations from the federation account be reviewed upwards to meet current economic challenges. In order to do this, there should be well-trained manpower to muster the leadership skills and techniques of management styles at the local government level.

### **ACKNOWLEDGEMENT**

The researcher will like to acknowledge the financial support of the Tertiary Education Trust Fund (TETFund) through the Institutional Based Research (IBR) grant with grant number **TEFT/DR&D/UNI/MUBI/RG/2023** We also thank the Adamawa State University, Mubi and the Research and Innovation Directorate for their support.

### **REFERENCES**

- Abba, A. (2015). Why the governors want to crush our local government councils. *Analyst, News Magazine, Zaria*.
- Achua, J. K. (2016). The imperatives of prudent management of Nigeria's rich resources. Department of accounting, Benue state university, Makurdi – achuajoe@yahoo.com.
- Adamawa State Economic Empowerment and Development Strategy (ADSEEDS), Adamawa State Planning Commission, Yola (2004).
- Adamawa State local government empowerment and development strategy (ADSEEDS), Adamawa state planning commission, Yola, 2008.
- Agbodike, C. C. (1991). Mass mobilization and rural development in Nigeria, In Olisa, M. S. O. & Obiukwu, J. I. (1991) (Eds); *Rural development in Nigeria: dynamics and strategies*. Auka: Mekslink Publishers, Nig. Ltd.
- Ake, C. (2008). *African perspectives on development controversies, dilemmas and openings; democracy and development*. London: Longman Group Ltd.
- Akindele, S. T. & Oloapa, J. (2020). Fiscal federalism and local government finance in Nigeria. *Journal of local government finance in Nigeria*.
- Babbie, E. (2004). The Practice of Socia Research. In Adamu, Y. M. Mohammed, H. and Dandago, K. I. (eds), *Readings in Social Science Research* Kano: Adamu Joji Publishers.
- Bello, I. B. (2004). *Local government in Nigeria: Evolving a third-tier government*. ibadan: Heinemann educational books (Nig.) Plc.

Bitrus, N. S. (2005). *Rural Development Administration*. In Kumar B. (Editor). *Essentials of Public Administration*. Kano: Fish Publishers.

Central Bank of Nigeria Reports, 2021.

Chacko, D. (2001). *Writing research project: guide for researchers in education, social science and humanities*. Enugu-Nigeria: Prime Time Ltd.

Confidence Restored: Nigeria (1999 – 2003). Independence Policy Group (IPG), Abuja-Nigeria.

Dlakwa, H. D. (2008). *Concepts and models in public policy formulation and analysis*. Maiduguri: Pyla-mak services Ltd.

Durkheim, E. (1993). *Structural functionalism*. London: Longman Group.

Ekpo, A. H. & Ndebbio, J. E. U. (1998). *Local government fiscal operations in Nigeria*. AERC Research Paper 73. African Economic Research Consortium, Nairobi, March, 1998.

Garuba, C. A. (1988). "Executive power and integrated rural development: a case study of Bauchi state". *Nigerian journal of policy and strategy*, Vol.3, Pp.37-57.

Gomez-Meja, L. R. & Balkan, D. B. (2020). *Management*. New York: McGraw Hill Companies, Inc.

Gunu, S. U. (2014). *Contemporary management: principles and practice*. Abuja: Visual Point Communication.

Gyuse, T. (2014). *How to plan, Execute and Report Your Research*. Ibadan: Oxford University Press.

Hillary, A. N. (2011). *Fundamentals in Nigerian politics, government and development administration: a multi-dimensional approach*. Enugu: Academic Publishing Company.

Idachaba, N. (1999). *Organization of rural development: policy and practice*. Enugu: Vougasen Limited.

Ikotun, A. (2012). *Strategies for promoting integrated rural development in Nigeria: theory and practice*. Lagos: Matram (West Africa) Consultants.

Jen, S. U. (2013). *Fundamentals of research methodology*. Yola: Paraclete publishers.

Lawal, M. M. (2016). The interview method. In Adamu, Y. M., Mohammed, H. Dandago, K. (Eds). *Readings in social science research*. Kano: Adamu Joji Publishers.

Millennium Development Goals (MDGs), 2022

- Moagbulu, L. N. (1991). Taskforce approach to rural development in Nigeria: an evaluation of the directorate of food, roads and rural infrastructure, in Olisa, M. S. O. & Obiukwu, J. I. (Eds.), *Rural development in Nigeria: dynamics and strategies*, Awka: Mekslink Publshers, Nig. Ltd.
- Mohammed, I. Z. (2006). Sampling in Social Science Research. In Adamu, Y. M. Mohammed, H. and Dandago, K. I. (eds), *Readings in Social Science Research* Kano: Adamu Joji Publishers.
- Ndamu, L. (2012). *The challenges of developing Nigeria's local government areas*. Jos: Mbanzee Ventures Ltd.
- Nwankwo, R. N. (2010). *Fundamental theories of administration and management*. Onitsha: Bookpoint Educational Limited, Nigeria.
- Obadan, M. I. (2020). Nigeria's economy: paradox of poverty amidst plenty – a critical appraisal of the Nigerian economy 64 years after independence. *Journal of the economic; News magazine*, Vol.1, No.50 (October).
- Obida, J. (2002). Integrated approach to poverty in Nigeria. *Nigeria Tribune*, July.
- Ojo, O. (2018). Financial Management for Local Government. The Nigerian experience, [Oluejoe@yahoo.com](mailto:Oluejoe@yahoo.com) Retrieved October 3.
- Ojofeitimi, T. (1991). A systematic framework for undertaking rural development activities and projects in Nigeria. *ASCON Journal of Management*, Vol.6, No.1, April.
- Okolie, M. U. (2005). *Local government administrative systems: An introductory and comparative approach*. Onitsha: Abbot Books.
- Okonkwo, S. I. (1999). Theory and practice of public policy, in Hillary, A. N. (2011). *Fundamentals in Nigeria politics, government and development administration: a multi-dimensional approach*. Enugu: Academic Publishing Company.
- Okoye, J. C. (2008). 'Traditional and Indiscriminate Resource Use in Rural Development in Nigeria'. *Journal of Environmental Management*, Vol. 25, Pp 1 -11.
- Olapade, J. B. (1991). *Rural development and bureaucracy in Nigeria*. ikeja: Longman Nigeria Limited.
- Olayide, O. E. (2011). *Elements of rural economics*. Ibadan: University Publishing Press House.
- Olayide, S. O., Ogunfowara, O., Esang, S. M. and Idachaba, S. F. (2001). *Elements of rural economics*. Ibadan: University Press.



- Olisa, M. S. O. (2001). Integrated rural development. In Olisa, S. O. & Obiukwu, J. I. (Eds). *Rural development in Nigeria: theory and practice*. Nsukka: Fourth dimension publishers.
- Osafehinti, R. (2004). *Practical guide for writing research project reports in tertiary institutions*. Onitsha: Summer Education publishers.
- Report of the Independent Policy Group. Confidence Restored (1999-2003).
- Robert and Whiting (2016). *Putting people first in development*. London: Longman Group.
- Semelser, N. (2003). *The social dimension of development*. New York. The Free Press.
- Sule, J. Y. (1991). Rural development strategies. Unpublished lecture paper, ASCON.
- Talcott, P. & Longe, N. (2007). *An introduction to sociology of rural development*. London: Taristock Publication.
- Ujo, A. A. (2015). *Understanding development administration in Nigeria*. Kaduna: Joyce Graphic and Printers Ltd.
- Uma Lele, (2005). *The design of rural development*. Baltimore & London: The Jogn Hopkins University Press.
- United Nations Organization & International Fund for Rural Development (2000).
- World Bank, 1975.
- Yeima, J. E. (2018). *Resource management and rural development in Nigeria's local government*. Germany: Lambert Academic Publishing.