The Future of Agricultural Development

- Nigeria

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ABSTRACT

The Nigerian agricultural problems appear intractable not necessarily because of lack of appropriate agricultural policies but also due to uncoordinated, ineffective, and inconsistent policy and program implementation. A rational mix of smallholder and large-scale farmers will facilitate the exploitation of the country's agricultural potential. However, these systems must be backed up by a vigorous "back to the land" campaign as well as comprehensive mechanisation policies. The effects of private-sector participation on the future of agricultural development and the potential contribution of Farm Management Association of Nigeria are also examined.

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The paper began with the analysis of the agricultural situation in Nigeria and opined that Nigerian food and fiber problems appeared intractable not necessarily because of lack of appropriate agricultural policies but largely because of uncoordinated, ineffective, and inconsistent policy and program implementation. It proceeded to examine some crucial macro issues which are likely to influence the future course of Nigerian agricultural revolution. It first examined the choice between small-holder and large-scale farmer approach to agricultural development and concluded that a rational mix of both systems will facilitate the exploitation of all the agricultural potentials in the country. However, the systems must be backed up by a vigorous "back to the land" campaign as well as comprehensive and result-oriented farm machinery and mechanization policies. The analysis of the effects of some international issues and private-sector participation on the future of agricultural development was made and propositions advanced which could ensure that the activities of external agencies and the private sector are in consonance with national agricultural development objectives. Finally, the paper examined the potential contribution of Farm Management Association of Nigeria (FAMAN) to national agricultural development.

I. INTRODUCTION

Agriculture is the mainstay of the Nigerian economy. Before the advent of oil, agriculture provided over 80% of the foreign exchange earnings, generated employment for over 90% of the population, and supplied the national food and fiber requirements. The oil boom of the 1970s marked the beginning of a gradual decline in agricultural production and productivity. The deteriorating performance of agriculture is reflected by:

1. Declining share of agriculture in gross domestic product (GDP).
2. Declining share of agriculture in total export earnings.
3. Rising share of food in total import bill.
4. High rate of increase in food price inflation.
5. Excessive rural-urban migration that depletes rural labor force.

The share of agriculture in gross domestic product declined from 36% in 1970 to 30% in 1974, 25% in 1978, and 20% in 1980. At present it accounts for less than 5% of total export.

Estimates show that food production in Nigeria is growing at about 1.5% per annum while the population is growing at about 3% per annum.[2] Thus, there is a food supply-demand gap which has to be filled through imports. In 1977 and 1978, for example, Nigeria imported an estimated quantity of 1.2 million tons of cereals as against 400,000 tons in 1972 through 1974. The value of food imports estimated at ₦88.3 million in 1971 rose to ₦736.4 million in 1977 and to ₦1,506.8 million in 1981.[3] A parallel trend has been a drastic decline in agricultural exports as Nigeria became a net importer of agricultural raw materials such as palm oil, palm kernel, groundnuts, etc.

Realizing that (a) a nation cannot be self-reliant with dignity if it has to depend on others for the supply of a significant proportion of its food and agro-industrial raw materials, and (b) attempts to raise national economic welfare will have limited success if people spend a significant proportion of their income on food, successive Nigerian governments made self-sufficiency in food and fiber one of the cardinal objectives of agricultural development. Other important agricultural development objectives include:

1. Improvement in socioeconomic welfare of rural people.
2. Reduction in the rate of food price inflation.
3. Diversification of the country's sources of foreign exchange earnings through the rejuvenation of agricultural export commodities.

In order to achieve the agricultural development objectives, various policies and programs have been evolved at all levels of government. Some of these policies relate to the restructuring of the marketing board system for export crops, creation of marketing board for grains, establishment of national agricultural institutes and statewide extension programs, and the use of various input and output price incentives to promote agricultural development.

Despite these policies and programs, however, the performance of Nigerian agriculture still remains very poor. It is my humble submission that the Nigerian food and fiber problems appear intractable, and seem to defy solutions, not necessarily because of lack of appropriate policies, but largely because of inadequate articulation of policy instruments, uncoordinated and inefficient policy and program implementation, and, most important, inconsistency and/or discontinuity in the application of policies and programs. Other reasons for poor performance include:

1. Inadequate number of well-trained and dedicated personnel.
2. Inadequate budgetary allocations and late release of funds.
3. Preoccupation with expenditure targets rather than the use of quantifiable, positive results as performance indicators.

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2. Federal Ministry of Agriculture. 1980. "The Green Revoluation: A Food Production Plan for Nigeria," a report prepared by the Food Strategies Mission, Lagos, May.
3. Central Bank of Nigeria. 1982. Annual Report and Statement of Accounts for the Year Ended December 1981.

4. Many institutions (credit, cooperative, commodity boards, input delivery systems) established to cater to the needs of small farmers are bureaucratic and inefficient.
5. Improved technologies appropriate to large majority of small farmers have either not been developed or not widely adopted.
6. Existing technologies do not often satisfy criteria of compatibility, adaptability, profitability, and demonstrability.
7. Poor product and input pricing policies.
8. Poorly developed market and storage infrastructure.

A lot had been written on the micro and macro level constraints that prevent small farmers from fully participating in scientific agricultural revolution in Nigeria. No further elaboration will be made here. Rather, this paper will examine some crucial macro issues which are likely to influence the future course of Nigerian agricultural revolution.

First is the examination of the philosophy of agricultural development with particular reference to the choice between small-holder and large-scale farmer approach to agricultural development. Second is the analysis of the potential contribution of private-sector participation to agricultural development. Third is the analysis of some international issues with particular emphasis on how the policies of external agencies affect national agricultural policies and programs. Propositions are advanced for a more relevant and effective agricultural research program to improve production technology and farm income in Nigeria. Fourth is the potential contribution of Farm Management Association of Nigeria (FAMAN) to agricultural development in Nigeria.

II. RELATIVE CONTRIBUTION OF SMALL- AND LARGE-SCALE FARMS TO AGRICULTURAL DEVELOPMENT

During the last two decades two distinct philosophies of agricultural development have been pursued as a means of raising agricultural production and productivity. These consist of:

A. Government direct participation in the production of food and export crops through large-scale, capital-intensive corporate farms.
B. Modernization and stimulation of small-holder farmers to increase farm production and productivity.

During the second and third national development plans, the various governments favored large-scale or plantation agriculture. The establishment of large-scale farms was regarded as a viable investment strategy to increase the production of export, industrial, and food crops. It was believed that in addition to the opportunity for land consolidation, large-scale farming offers a much wider scope for increased productivity through the use of modern equipment, efficient utilization of productive resources deriving from economies of scale, and the creation of equipment opportunities in the rural areas.

The results of large-scale farming were very disappointing and their contribution to output and productivity was negligible. Factors responsible for poor performance include ineffective management, high overhead costs, adoption of management practices which were at variance with sound commercial practices, and, most important, lack of sustained policy on large-scale farming.

In the late 1970s, worsening food and fiber problems, coupled with the experience from large-scale farms, compelled the government to critically examine alternative philosophies of agricultural development and opt for a strategy that places more emphasis on the organization of and assistance to small-holder farmers through carefully planned and articulated programs.

The small-holder concept was premised on the following assumptions:[4]

1. Over 80% of the cultivated land is in the hands of small-holder farmers who also account for over 80% of the total agricultural output.
2. The bulk of the targeted incremental output of food and fiber in the 1980s is expected to come from small-holder farmers.
3. Product and factor equilibrium tend to prevail in Nigerian agriculture, in which case very little opportunity exists to increase income through a reallocation of farm resources. The solution to the small farm problem is, therefore, to obtain new and more productive technology such as seeds, fertilizers, pesticides, etc.

Thus, the major thrust of this philosophy is the development and incorporation of packages of improved practices into the small-holder farming system. The method was to develop operational procedures which ensure that credit, modern farm inputs, irrigation, intensive extension activities, and other services and incentives are provided to the farmers in sufficient scale and intensity and with minimum of delay.

Some of the programs that have been launched to operationalize the small-holder philosophy include the National Accelerated Food Production Program (NAFPP), the Agricultural Development Project (ADP), the Operation Feed the Nation (OFN), the Agricultural Credit Guarantee Scheme, and the Green Revolution Program.

Despite the heavy investment in the pursuance of the small-holder philosophy, the growth of farm output and income is still far below expectation, and only localized and short-term agricultural improvements have been recorded thus far. The operation of the small-holder farmer concept is faced with two major problems.

The first, and more easily identifiable, is the inbuilt inefficiencies and bottlenecks in the execution of projects designed to alleviate the production and marketing problems of the farmers. The second, and perhaps less obvious, is the steady outflow of young farm labor force from the rural areas into the cities. The consequence of this is an acute shortage of farm labor force, aged farm population, deteriorating agricultural productivity and farm income, and an increasing pressure on urban infrastructure with its attendant socioeconomic problems.

Studies conducted in many states of the Federation revealed that full-time farmers are between the ages of 45 and 60 years in most of the southern states while the age structure in most of the northern states lies between 35 and 55 years.[5] This age structure is bound to have a limiting effect on the productivity and farmers' willingness to innovate

4. Olayide, S.O. 1981. "Nigerian Small Farmers: Prospects and Problems in Development," CARD, University of Ibadan Press.
5. Ogunforowa, O., J. K. Olayemi, A. F. Mabawonku, and O. E. Okunfulure. 1983. "A Study of Commercial Agriculture in Nigeria," Dept. of Agric. Econ., University of Ibadan, Nigeria.

and take risk. The declining productivity and output in the export crop sector, especially cocoa, rubber, and oil palm, can be attributed partly to age factor. While many of the trees have reached their peaks and are due for replacement, the rate of adoption of new planting is very low due largely to the unwillingness of aged farm population to engage in new planting and replacement ventures, which they are aware may not come into fruition in their lifetime.[6]

The low productivity and output in the food-crop sector can also be partly attributed to the age factor. While the predominantly aged farm population still engage in food-crop production, their scales of operation and management techniques are such as to generate very little surplus over family consumption. Operating under severe capital and labor shortage, and with the technology of production remaining virtually traditional, their contribution to the production of food and fiber is declining very fast.

While the small-holder concept can be adjudged to be an appropriate and relevant approach to agricultural development in Nigeria, reliance on small-holder concept alone will appear to be providing short-term solution to long-term agricultural development problems. The pattern of agricultural evolution in many agriculturally advanced countries like the United States, Canada, Britain, Japan, China, Indonesia, etc., clearly demonstrates that it would be more rewarding in the long run for Nigeria to adopt a strategy of agricultural development that incorporates both philosophies simultaneously.

It is my belief that a rational mix of both systems will facilitate and accelerate the exploitation of the full agricultural potential of the country. Furthermore, a more rapid increase in output and productivity would be achieved through definitive policies and programs on large-scale commercial agriculture designed to complement the small-holder approach to agricultural development.

It appears that, under the existing structure of farm population, the small-holder concept can be effective only to the extent that policies and programs are put in place to curtail excessive rural-urban drift, as well as induce a backward flow of educated youth into the farming industry. Conditions now prevail in Nigeria that can be capitalized upon to make a big success of a "back to the land" campaign. What is needed is to put in place a mixed-grill of policy implementation strategies that make available to farmers credit, bigger hectarage of land, improved mechanical facilities, availability of improved varieties of crops and breeds of stock, and attractive input and output price support, all of which could reduce farm chores and generate high and competitive farm incomes.

Mechanization Policy

As a result of excessive rural-urban migration, farm labor now constitutes one of the most critical resources in Nigerian agriculture. All the stages of the crop production cycle--land clearing and preparation, planting, fertilizer application, weed and pest control, harvesting, and post-harvest handling--are all time-specific and the thoroughness with which each stage is accomplished partly determines the

6. Izeke, A. 1983. "The Evaluation of World Bank Assisted Cocoa Project," Ph.D. Thesis, Dept. of Agric. Econ., University of Ibadan, Nigeria.

level of yield and cost. Most of the machines and equipment needed for these operations--tractors, plows, disc harrows, planters, fertilizer spreaders, boom sprayers, combine harvesters, various types of dryers and silos, etc.--are not available locally and have to be imported. Thus, the pursuance of small- and large-scale farming must be backed up by a comprehensive and result-oriented farm machinery and mechanization policies. These include:

1. Standardization of mechanical implements to reduce the range of tractors and machines as well as ameliorate the problem of spare parts.
2. Farm consolidation program through cooperatives to ensure larger holdings that are amenable to effective mechanical application.
3. The provision of at least three sets of machines for land clearing to serve farmers in each state.
4. Mobile repair facilities and central repair workshops should be established to service the machines in use by the farmers.
5. To minimize the burden on the government, private sector investment in farm machinery hiring and servicing should be encouraged through provision of loans to investors.
6. Effective long-run strategy should be used to encourage indigenous small-scale engineering establishments to specialize in the fabrication of spare parts or whole units of farm implements. Research to identify suitable and adaptable types of machines should also be encouraged and funded.

III. POTENTIAL CONTRIBUTION OF PRIVATE-SECTOR PARTICIPATION TO AGRICULTURAL DEVELOPMENT

The current nationwide interest in farming activities is in response to:

1. National call to individuals and corporate bodies to contribute positively to the production of food and export crops and agro-industrial raw materials.
2. Government regulation that requires companies to obtain a significant proportion of their industrial raw materials from local sources.
3. The tight fiscal policies, especially in regard to government expenditure and foreign exchange allocation, which are designed to correct the imbalance between private-sector investment in agricultural and nonagricultural ventures.

This section examines the potential contribution of private-sector participation in agricultural development with a view to highlighting mutually beneficial areas of participation, as well as proposing the extent and nature of government support and monitoring to ensure that private-sector participation is in tune with national agricultural development objectives.

Areas of Private-Sector Participation

The participation of the private sector in agricultural activities can augment national efforts to increase agricultural production and productivity in the following ways.

First, through its network of field workers and reservoir of managerial capabilities, the private sector can develop and maintain a viable production, procurement, and distribution of essential farm inputs such as seeds, fertilizers, agro-chemicals, etc. This will ensure timely availability of farm inputs through strengthening of distribution infrastructure and opening up of a network of retail outlets in the rural areas.

A recent review of the Nigerian farm inputs situation clearly revealed that distribution and marketing system needs to be broadened and made to operate in a competitive environment.[7] The review concluded that commercialization of and private-sector participation in input distribution and marketing is crucial to the maximization of efficiency and cost effectiveness. Privatization is expected to reduce the burden of expenditure on distribution subsidy, which has become too great to be ignored.

In consonance with the above conclusions, the government should set up a partially autonomous farm input marketing company over which government can exercise reasonable degree of control on issues relating to profit margin, pricing, distribution policies, etc.

Private-sector participation in farm input delivery system has the potential to reduce farm input delivery cost and increase input availability to all farmers in all areas and under the same roof. Through its market development and sales promotion, the company can disseminate information on the amounts and types of inputs needed to achieve maximum ventures, while its credit program can ameliorate some of the farm input demand constraints.

The direct production activities of many companies can become an important source of support for the small-holders within their areas of operation. Experience has shown that direct production of companies can only meet a fraction of their needs, while the rest could be obtained through carefully articulated procurement programs involving small-holder contract growers or outgrowers.[8] Thus, this kind of interaction will help to improve the productivity of small-holder farmers through dissemination of improved technology, the provision of processing facilities, and assured markets in the rural areas. It will also lead to improvement in farm income and encourage scale expansion. The private sector can also provide technical services through their technical specialists; it can also reduce post-harvest losses and promote price stabilization through procurement, storage, and steady release of products during periods of scarcity.

In addition to the above services, the private sector should be encouraged to engage in direct production of plantation enterprises with long gestation period and heavy capital investment in equipment, machines, and facilities. Participation could be in the form of joint-venture projects which require capital, technical, and management know-how.

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7. Ogunforowa, O. (Team Leader). 1985. "Nigeria Fertilizer Loan II Project," IBRD/Federal Dept. of Agriculture-sponsored study, Fertilizer Procurement and Distribution Division (FPDD), Federal Ministry of Agriculture, Lagos, Nigeria.
8. Fetuga, B. L. 1986. "Challenges of Agricultural Development in Nigeria," Paper presented at the 26th Annual General Meeting and Conference of Nigerian Association of Chambers of Commerce, Industry, Mines, and Agriculture, Ilorin, Nigeria.

Examples are the production of tree crops like cocoa, rubber, and oil palm, irrigation, grand parent livestock breeding and seed multiplication farms, and other enterprises which are development oriented and have output-increasing potentials, but which are not within the capital and managerial capability of the small-holder farmers.

Government Support and Supervisory Role

Private-sector participation should, however, be regulated and closely monitored to ensure that their activities are in conformity with national agricultural objectives. The role of government is to safeguard competition, make legislation, and enforce laws which protect farmers from fraudulent practices. The most important role of government is to establish policies and provide institutional framework and infrastructural facilities that will enhance private-sector participation in agricultural activities. Fiscal policies such as income tax relief, duty free importation of farm machinery, provision for carrying forward losses, and other packages of technical and financial incentives that will encourage investment in agriculture should be reviewed and/or put in place. For example, instead of the current 75% coverage on agricultural credit guarantee scheme, full coverage should be substituted. The agricultural insurance scheme should be put in place as soon as possible. Government should operate favorable and consistent input and product price policies, extension and agricultural research, supply of complementary inputs, etc. The overriding philosophy in the role of government to private-sector participation in agriculture is that government should encourage but not hinder effective participation.

IV. INTERNATIONAL AGENCIES AND NIGERIAN AGRICULTURAL DEVELOPMENT

The world economic recession, the falling price of oil, and the declining terms of trade for the Nigerian export commodities, have all interacted to restrict the ability of Nigerian government to finance the capital and recurrent expenditures to a level far below that required to attain optimum growth rate in agricultural production. In view of the importance attached to agricultural development, government had to look for external sources of support and funding to prosecute some of the most crucial components of national agricultural development projects and programs.

The World Bank, International Agricultural Research Institutes, and some Donor Agencies have played a significant role in the execution of Nigerian agricultural development through technical, financial, and research support. The World Bank had advanced loans in the areas of Agricultural Development Projects, the Cash Crop Rehabilitation Program, Agricultural and Rural Management Training Program, Livestock and Forest Plantation Development Projects, etc. The international research centers (IITA and IFDC, for example) had undertaken a wide range of research on fertilizers, grain, and tuber crops in Nigeria.

It is not an overstatement to say that these agencies have made modest contributions to national agricultural development scene. However, a critical appraisal of their activities revealed that some of their policies and modes of operation may have adverse implications for the long-run agricultural development program for Nigeria. For example, the Nigerian government took World Bank loan to finance the importation of

fertilizer and to restructure the fertilizer operations, with a view to maximizing efficiency and cost effectiveness. The World Bank imposed some conditionalities, the most important of which are (1) phasing out of subsidy and (2) privatization of all fertilizer operations.

The World Bank, in its widsom, and ostensibly in agreement with the Nigerian Government, made the subsidy withdrawal in Table 1 a precondition for the disbursement of the loan. In fact one of a set of recent conditionalities is the complete elimination of subsidy by 1988.

Table 1. Fertilizer Subsidy Scenario, Nigeria, 1984-1988

Year	Rate of Subsidy (%)	Average Farm Gate Price/Bag	Quantity ('000 tons)	Subsidy Budget (₦ million)
1984	50	5.82	790	92.0
1985	40	8.10	1,147	123.9
1986	35	10.20	863	94.8
1987	30	11.94	929	94.9
1988	25	15.38	1,000	102.5

There is no doubt that the current economic situation in Nigeria suggests that something positive should be done to phase out fertilizer subsidy. But the point at issue is the magnitude and time path of subsidy withdrawal that will not drastically reduce fertilizer uptake. The proposed phased withdrawal is not guided by any scientific assessment of the projected implications of the different subsidy levels. Instead of this blanket approach to subsidy withdrawal, a critical analysis ought to have been made to determine the phasing and mechanism of subsidy withdrawal consistent with maximum effectiveness and the national financial resource constraint. It is feared that the current rate of fertilizer subsidy withdrawal, which is not matched by corresponding improvement in other output promoting factors, will have adverse consequences on the level of fertilizer uptake. This will not only negate the objective of the loan but will also not be in the interest of national, long-run agricultural development objectives. Venezuela and the Philippines are examples of some countries which had to quickly reinstate fertilizer subsidy when a decrease in subsidy level led to a very drastic reduction in fertilizer uptake and food production.

The general comments on fertilizer price policy at the national seminar on agricultural policies in Nigeria held in May 1986 reflected a declining trend in fertilizer consumption due to price increases. This further underscores the need for caution in the implementation of World Bank conditionality on the elimination of subsidy. The need to use subsidy to promote agricultural production in food-deficit countries like Nigeria cannot be overemphasized.

Similarly, as opposed to a completely autonomous, profit motivated marketing company favored by the World Bank, Nigeria should move from the privatization of the dealer and warehousing operations currently being carried out within the framework of public-sector marketing system, to a partially autonomous fertilizer marketing company. The commercialization of fertilizer marketing in Nigeria should not as of

now aim at maximizing marketing margin, but rather to improve efficiency and make fertilizer readily available to farmers throughout the country. Increased production and productivity, consequent upon a widespread use of fertilizer has greater value to a food-deficit country like Nigeria than any loss that may occur through suboptimization of fertilizer marketing system. The marketing company should, however, be capable of generating reasonable profit, or at the least cover its costs, as otherwise the company can remain in business only at the mercy of government subvention.

Relevance of Agricultural Research Programs to Improve Production Technology in Nigeria

Two major groups of factors influence the rate of agricultural development. These are agronomic efficiency and socioeconomic factors. In Nigeria, the determination of optimum agronomic efficiency factors has received considerable attention in international and national research institutes, resulting in broad recommendations for various crops and livestock in different agroecological zones. The socioeconomic factors have not received as much attention, partly because of lack of appreciation of the effects that institutional and socioeconomic factors can have on the rate of adoption. Yet, the understanding of the nature of these constraints is crucial to the formulation of policies to remove them. For example, most of the existing fertilizer recommendations are mostly for sole crops, and technical efficiency alone formed the basis for most of the existing recommendations. It is not known if crops in mixtures respond in the same manner as when grown sole, or if farmers will use a higher dosage of fertilizer or feeds in response to a decrease in fertilizer and feed prices or an increase in output price. Thus, research needs to be oriented to take account of the resource base and prevailing cultural and socioeconomic constraints of the farmers. This, of course, requires an ex-ante assessment of the farmers' situations.

Emphasis on nutrient supplies to soils have been on the three major nutrients--N, P, and K--while much less information is available on the secondary and micronutrient requirements of tropical soils for food crops, particularly grain, legumes, and tubers. Experience has shown that the effectiveness of the major nutrients could be drastically reduced by the absence of some essential micronutrients like boron, zinc, copper, iron, manganese, and molybdenum, as well as other secondary elements like sulfur, magnesium, and calcium.

Similarly, past research efforts have been concentrated on increasing yield, shortening maturity time, breeding high disease-resistant and fertilizer-responsive varieties. The current drive to generate supply of raw materials from local sources will place new demands on plant breeders to produce crops with improved nutrient contents and balance, or with characteristics that enhance the efficiency of processing technology. For example, in order to satisfy the requirements of the growing brewing industry in Nigeria, there is an urgent need to breed cereals with a suitable amylose/amylopectin ratio to enhance their malting characteristics. There is also a need to breed for higher oil and starch contents in palm fruits, cereals, and tubers.

A comprehensive input research and demonstration program is needed to (1) improve average response coefficients in crops and livestock enterprises, (2) develop a data base for guiding national farm input policies, and (3) study the economics of farm input delivery systems to the farmers.

The activities of national and international research centers have so far had only a limited impact on food and fiber production in Nigeria. This is due partly to gross underinvestment in agricultural research to develop technologies appropriate to local conditions. There is a very weak linkage and integration between the activities of international and national research centers. Most of the research activities of the international centers sought to maximize yield of a single commodity. This reveals a lack of appreciation of small farmers' goals and resource constraints. Because of the complex interaction of production constraints, the research institutes should design and conduct their research within the farming system framework, involving multidisciplinary research team. Experiments should be designed to take account of the goals, constraints, and resource base of the small farmers, and the new technologies should be tested under farm conditions to ensure that they satisfy the criteria of compatibility, adaptability, and profitability. Emphasis should be on the development of new plant materials, local sources of farm inputs, improved hand tools, etc., all of which should be combined into a simple technological package which could be adopted in stages by small-scale farmers.

In summary, while recognizing the need for external funding, research support, and technical assistance, Nigeria should avoid a situation where lending and donor agencies or technical partners use conditionalities to manipulate national agricultural policies by remote control. We should also demand effective linkage between international and national research centers as well as encourage integrated research activities conducted within whole farm system perspective. In this context, national research institutions are expected to serve as the outreach components of international research centers.

Nigeria should make a critical appraisal of all propositions and conditionalities and accept only those that will not undermine her sovereignity and long-run agricultural development objectives. She should also examine the possibility of minimizing the foreign exchange components of all projects and programs and build into them the development of indigenous capability and workforce so as to reduce national dependency on foreign consultants.

IV. THE POTENTIAL CONTRIBUTION OF THE FARM MANAGEMENT ASSOCIATION OF NIGERIA (FAMAN) TO NIGERIAN AGRICULTURAL DEVELOPMENT

The Farm Management Association of Nigeria (FAMAN), an affiliate of the International Farm Management Association (IFMA), was formed in August 1984. The major objectives are:

1. To further the knowledge, understanding, and practice of farm business management in Nigeria.
2. To exchange ideas and information about farm business management, theory, and practice throughout Nigeria.
3. To contribute to the improvement of agricultural business performance through interaction with practicing farmers and agricultural policymakers.

FAMAN hopes to achieve the above objectives by pursuing the following activities:

1. Generating and providing information through studies and collaboration of existing data on all aspects of farm business management in Nigeria.
2. Developing a dynamic database and information system that can guide profitable farm business management and rational agricultural policy formulation.
3. Liasing periodically with governments and the private sector on problem areas, creating awareness, and suggesting policy formulation and program implementation strategies that could promote profitable farm business management in particular and agricultural development in general.
4. Communicating with the public and agricultural development agencies through seminars, conferences, workshops, communiques, publications, symposiums, etc.

We believe that we are making some impact on national agricultural development scene, but we still have a long way to go.

The next annual conference of FAMAN is scheduled for August 24-27, 1986, in Ilorin. The Association has chosen as its theme one of the most crucial issues which hold the key to accelerated agricultural development--Managing Agribusiness Outputs in Nigeria: Problems and Proposals. You are all cordially invited.