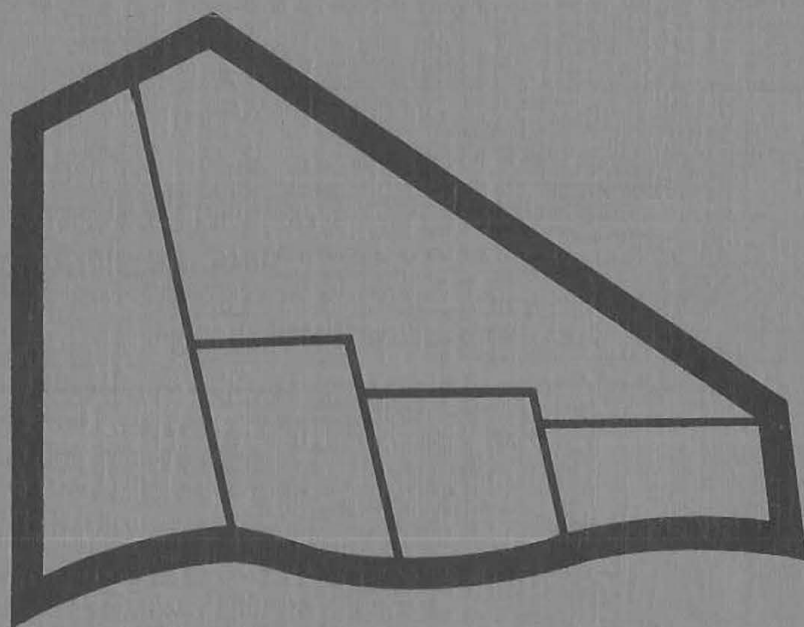


IJEDE

HUMAN DEVELOPMENT PROJECT



CONSULTATION
SUMMARY STATEMENT

January '77

IJEDE HUMAN DEVELOPMENT PROJECT

CONSULTATION SUMMARY STATEMENT

Prolegomena

- I. The Operating Vision
- II. The Underlying Contradictions
- III. The Practical Proposals
- IV. The Tactical Systems
- V. The Actuating Programmes

Epilogue

This is a collection regarding the
IJEDE Human Development Consultation
which took place in
Lagos, Nigeria, from 1977
to 1978.
The Institute of Cultural Affairs
organized it.

STATIONERY DEPARTMENT, LAGOS

CONSULTATION REPORT

Summary

The following information is given

to the Institute of Cultural Affairs

for the purpose of the study

of the Ijebu people

in the Ijebu area

1977

This is a publication summarizing the
Ijede Human Development Consultation
which took place in
Ijede Town, Lagos State
Nigeria
January 23 - January 29, 1977
organized by
The Institute of Cultural Affairs
Consultants

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PROLEGOMENA

I

THE LOCATION

The Ijede Human Development Consultation is the initial step of a comprehensive demonstration development project by the people of Ijede Town, located sixty kilometers northeast of Lagos, the capital of Nigeria. Situated at the end of a newly tarred road, and built on a low-lying laterite clay shelf, Ijede overlooks the Lagos Lagoon. The word "Ijede" means "the place where men gather fish to eat". The Ijede Human Development Project is a corporate effort involving both social and economic development. The project was begun by residents and concerned citizens of Lagos with the encouragement of government officials and religious leaders. The consultation drew together the current intentions of the Ijede people, focused in three fundamental arenas: accelerating economic expansion, promoting physical services, and encouraging social self-reliance. This project is seen as a demonstration of methods which can be adapted in any rural community of Nigeria and, therefore, be duplicated elsewhere.

Nigeria is "Africa's Giant" not only in its population (about eighty million) but also in its tremendous economic potential. As recent chairman of OPEC (Organization of Petroleum Exporting Countries), Nigeria plays a significant role in oil production, and consequently in world leadership. During January 1977, the nation dramatized its authentic African spirit by hosting the second World Black African Festival of Arts and Culture (FESTAC '77). Through twelve universities and colleges, Nigeria has developed educated leaders for Africa. In the sixteen years since independence, the Yoruba, Ibo, Hausa and the many other peoples have overcome many obstacles in their struggle toward "Unity and Faith, Peace and Prosperity". During the past few years it has been necessary to implement national development planning through military rule. In January 1977, state councils of nineteen newly formed state governments began local administration through both elected and traditional leaders. The states have responsibility for comprehensive community development. Current federal objectives include food production and supply, new rural industries, housing construction, manufactured goods, decongestion and assurance of essential commodities. The majority of Nigeria's people live in rural villages. Self-help

development is being encouraged by a campaign to "feed the nation" and by decentralising industry. Making these villages economically productive and their living conditions more desirable can help stem the tide of urban congestion. The Ijede Human Development Project will spread self-help methods of community effort which go beyond the familiar individual and family approaches.

LAGOS

Lagos, gateway to the Republic of Nigeria, is the capital of the Federation of Nigeria. The melting pot of many diverse cultures, traditions and civilizations, Lagos is a port, seat of government, centre of diplomatic activity and fountainhead of the commercial life of the country. Lagos Island was settled by a Yoruba tribesman named Olofin, and became the seat of government both for King Gabaro in 1669 and for the British in the nineteenth century. In 1914, Lagos became by proclamation the capital of Nigeria. The twenty-seven square mile metropolis which includes the islands of Lagos, Victoria and Ikoyi and adjacent areas of Ebute Metta, Yaba, Surulere and Apapa, lies between the Atlantic Ocean and the Lagos Lagoon. The city is undergoing massive growth. Oil production has brought expansion that has stretched municipal resources to the limit. Recently, driving restrictions have been imposed to alleviate traffic congestion. Since commercial and industrial development have been forced so intensely on this area, the nation is preparing to build a new political capital in the geographic centre of the country. But Lagos is also a global cultural centre, hosting the second World Black and African Festival of Arts and Culture with 15,000 participants attending from 54 nations and communities all over the world. A Human Development Project close to such an important centre of development can easily relate itself to the aspirations of all of Black Africa.

IJEDE

Ijede is the capital of a small kingdom with a population of about seven thousand located in the Ikorodu Division of Lagos State. Ijede derives its name from Ajede, the Yoruba chief who first settled this area some 250 years ago. Thirty villages and compounds, the largest of which is Ijede Town, are scattered across the forty-three square mile landscape. The villages along the coast of the Lagos Lagoon depend mostly on fishing. The inland villages grow cocoa, maize, coconuts, palm oil, cassava, vegetables and spices. The area also has a tradition of iron-working and construction. The residents of Ijede Town are traditional fishermen who are now being drawn into modern vocations and the urban life of Lagos. Ijede is a town of colourfully dressed, proud gregarious people who welcome visitors with festive songs and dances. The farming and fishing of the area is done mostly for local consumption, while timber and cocoa are the major sources of outside income. Recently, Ijede re-established the traditional role of the ruling Oba who is final decision-maker for the community along with five ruling

families and nine chiefs. The current challenge of Ijede is to mesh the rich heritage of the ancient kingdom with modern rapid development. Traditional forms of organization must be transmuted into modern employment, fishing, farming, commerce and industry. The people of Ijede hope to symbolize the new sense of order and community by building a palace for the Oba, which will house a post office, police station and civic centre. The cement block builders and masons of the community suggest a new guild to create a village industry and demonstrate model town planning for the whole state, nation, and continent. Ijede Town is being challenged to manifest a new cooperative effort to develop the entire ancient Yoruba kingdom.

The town of Ijede lies on the north side of Lagos Lagoon within sight of Lagos Island and forty kilometers by newly tarred road from Murtala Muhammed International Airport. The entire kingdom is divided into five wards with a total of four thousand registered voters. Another border is formed by streams and swamp lands to the west of the territory. Ijede Town, largest of some thirty villages and compounds, is formed of decentralised groups of clay dwellings with corrugated tin roofing, and is surrounded by a wall of dense brush over twenty feet high. Tall palm trees and occasional small plantations of citrus, oil palm and cassava trees punctuate the landscape. There are two government primary schools, a dispensary and a small hotel on the road, and land has been recently allocated for a private hospital. There is no electricity. All water is hand-carried from three springs near the lagoon or from the nearest taps thirteen kilometers away in the town of Ikorodu. Transportation is mainly by foot, though there are a few cars and group taxis available for hire. A nearby agricultural station houses young meat birds and a palm oil plantation. Trades and social roles are maintained by a memory of ancient societies and guilds, and the people are eager to develop in contemporary ways. The primary trade is fishing, but the old methods and lack of modern facilities discourages capital expansion, and many fishermen seek jobs elsewhere. These "sons of Ijede" often move from the community to Lagos and other cities, depleting the village of needed human resources. Farming is a second trade, and cocoa is sold to licensed buyers at regulated prices. Only one crop per year is grown, during the rainy season, and the soil is suitable for cocoa, kola nut, palm oil, cassava, bananas, paw paw and yam. Timber cutting and concrete block building are other small industries, and shops within the homes dot the entire area. Small crafts include mat making, boat building, tailoring, shoe repair, and barbering. Masons and electricians offer some services, but most come from outside. Taxes are paid to both the divisional government in Ikorodu and the local government under the Oba in Ijede.

BASELINE

II

THE CONSULTATION

AGENT

The Institute of Cultural Affairs is a research, training and demonstration group, concerned with the human factor in world development. The ICA, for fifteen years a programme division of the Ecumenical Institute, was formally incorporated as a separate yet coordinate group in 1973. The Institute of Cultural Affairs is a not-for-profit tax-exempt corporation chartered in the state of Illinois and registered in the District of Columbia. The ICA, convinced that effective human development begins at the local level, is engaged in planning and implementing community development projects in various parts of the world. The Institute has headquarters in Bombay, Brussels, Chicago, Hong Kong, Nairobi and Singapore. In addition there are ICA offices in more than one hundred major cities serving twenty-three nations. The Institute's programmes around the world are supported by grants, gifts and contributions from governmental departments and agencies at the national, regional and local levels, and from private foundations, corporations, trusts and concerned individuals.

ORIGIN

In 1974, a group of West Africans from four nations attended a continent-wide ICA programme in Nairobi, Kenya. Their recommendation resulted in the assignment of a pilot team to Nigeria to determine the type of project needed in the West African region. A series of seminars and consultations led to an International Training Institute programme in 1976, in Umuahia, Nigeria, with particular emphasis on methods of socio-economic development at the grassroots level. The programme evaluation indicated the need for a project which would be both a demonstration of comprehensive development, and a focus for on-going practical training. In September 1976, preliminary investigations were made for a site which was clearly defined, visible, representative of local development needs, and willing to enter into such a development project. Many sites were considered, but the willingness of local leaders over a period of several weeks made Ijede the most promising location for the first West African demonstration project. The encouragement of government officials also indicated that the socio-economic development of Ijede would be the most significant sign for similar towns and villages in the States. In December 1976, the community formally acted out its decision by providing and renovating a residence for the ICA staff in the heart of Ijede Town.

PARTICIPANTS

The Consult took place in Ijede from January 23 to January 29, 1977. The team of consultants numbered 121. Of these 23 were outside consultants and 98 were local consultants. Over 200 residents were directly involved in the Consult by providing vital information in all aspects of Ijede life. Non-resident consultants represented 11 countries including Liberia, Sierra Leone, Canada, Puerto Rico, U.S.A., Nigeria, Indonesia, Belgium, Kenya, Singapore and Benin. The visiting consultants represented both the private and local sectors in areas such as community development, economics, architecture, market and research, law, construction, business, family life, computer programming, early childhood education, health, water development and medicine. Local residents were represented in areas such as fishing, bricklaying, shoemaking, mechanics, tailoring, trading, blockmaking, painting and construction. Many housewives and students were represented in the Ijede Consult. Representatives from the public and private sectors participated vigorously and with great enthusiasm. Government officials were represented in the areas of agriculture, health, farming, food production and social development. Business representatives included experts in the areas of industrial relations, construction and market research. A total of 50 participants visited the Consult during the week. Many pledged their assistance and support in vital areas of Ijede development.

DESIGN

This diversified group of consultants acted as a unified research body using methods of comprehensive community reformulation. First, the Consult charted the Operating Vision of the people of Ijede. Second, they discerned the Underlying Contradictions which are blocking the realization of that vision. Third, they built a set of overall Practical Proposals for dealing effectively with the contradictions. Fourth, they created a set of tactical systems by which the proposals could be realized. Finally, they discerned the Actuating Programmes which would allow the application of the tactical systems. The time of the consultants was divided between work as teams in the field interviewing residents, investigating resources and studying alternative possibilities, and workshop sessions and plenary gatherings in which the collected data and team reports were formed into the corporate product of the Consult. The aim of the Consult was to assist residents of Ijede in accelerating the expansion of the project and empowering its impact upon the community.

IMPACT

The Ijede Human Development Consultation demonstrated the willingness, enthusiasm and cooperation of the local residents. In order to house the consultation, the Town Hall had to be remodeled. Over eighty-five people assisted in providing electricity, painting and remodeling walls, and setting chairs and tables. Five hundred people attended the formal opening. The entrance of the Oba, accompanied by a group of drummers and singers, created a feeling of drama and

cultural tradition. The villagers sang a Yoruba song saying "what was impossible has been made wonderfully possible". Village participation was extremely impressive. Besides the 125 participants divided into five teams, the village youth and women cooperated in performing numerous tasks. During the consultation, many local and field visits were scheduled. By the third day the teams had gathered important information about the problems of the village. Vaccination of fifty children, spring water sampling, a village map, and sports activities were some of the projects initiated by the teams. Of profound importance to the elders of the village was the realization that with proper planning and community development the emigrated "sons of Ijede" will return to assist in its growth. One such son committed himself to help Ijede in obtaining electricity. He commented that he will come back to Ijede if "Ijede is willing to work for its own self-development". The local village consultants witnessed actual proof of what local man can do for himself. Ijede is on its way in becoming a model community for all 25,000 villages in Nigeria.

FOLLOW-UP

The task following the Consult is to initiate the implementation of the tactics which are focused in the Actuating Programmes reported in this document. First, this will involve the ongoing meeting of the local leaders, the Ijede residents who participated in the Consult and other interested people of the community to plan the programme implementaries. Second, the initiation of special training sessions for local residents who will bear the responsibility for major aspects of the project will be needed, as well as the gathering of an inclusive community consensus concerning all aspects of the project. Third, project initiation will require continuing and expanding relations with the public sector. It will also be necessary to develop support systems in the private arenas with the Nigerian business community and with professional and business contacts beyond the nation. Finally, project initiation requires that a catalytic staff reside in the community to begin training and building incentive that will raise a community-wide sign.

III

THE PRESUPPOSITIONS

FORMATION

Virtually any local community contains the elements required for a Human Development Project. In the past twenty years, the work of the Institute of Cultural Affairs in inner-city neighborhoods, suburban towns and rural villages across the globe has confirmed the fact that wherever there is local community there is readiness and need for creative social change. There are, however, five guidelines which serve as reference points in projecting the formation

of a Human Development Project. First, the selection of a community is guided by the understanding that the project is a demonstration of the possibility of comprehensive development in any local community. The use of effective social methods in widely diverse situations demonstrates the possibility of development in every local situation. A project site has maximum demonstration potential when it is easily accessible. Second, a potential location will be characterized by apparent hopelessness and the absence of community projects. The initiation of a project in the midst of visible human suffering dramatizes the possibility of dealing with human need in any situation. Third, both social and economic development measures are necessary to provide comprehensiveness and depth. When one dimension is emphasized at the expense of the other, superficial social change results. Fourth, both local and outside perspective are required in planning a Human Development Project. The creative interplay of local and outside viewpoints assures the project of local authenticity and global relevance. Fifth, it is necessary to discern from the beginning the viability of the project across a more inclusive geographic area. This provides a context for anticipating the demonstration power of the pilot and for projecting the acceleration required if the pilot is to function as a training base for replication forces.

ECONOMIC

Effective economic development at the local level rests upon five principles. First, the community must be imagined as a self-contained independent economic entity whose development is a priority. Without this focus, attempts toward economic development are easily dissipated. Second, schemes increasing the flow of money into the community need to be developed. This can be done by increasing the production of raw materials and goods sold outside the area, by employing local residents, by attracting non-resident shoppers, by effectively applying municipal and federal funds, by borrowing money and extending credit lines and in some instances by soliciting special cash grants and donations in kind. Third, as many externally injected funds as possible must be retained in the community for as long as possible. This can be done by locally producing a maximum of the consumable goods and services needed by the community, by expanding local industry and business and by creating expertise on the local level. Fourth, the funds injected and retained must be rapidly and continuously circulated within the local economic unit. This is most crucial, for money needs to turn over many times before it is exchanged outside the community. Fifth, although the community must strengthen its own economy, it must also function in harmony with more inclusive economic realities on the district, municipal, national and international levels.

There are five foundational guidelines in the arena of social development. First, the project has a clearly delineated geographical focus.

SOCIAL

This concentrates energy upon a social unit small enough to be dealt with, thereby avoiding needless dissipation of effort. This geographical approach also helps to catalyse community identity. Second, all community problems are dealt with simultaneously. Because of the complex interacting relationships of community life, any partial approach to development results in failure. Third, the depth human issue beneath all the underlying socio-economic contradictions is discerned and addressed. As this occurs, people are released to see the possibility of effective engagement in arenas previously considered impossible. Fourth, particular effort is made to involve all the people of all ages in the task of recreating the community. Finally, social symbols are employed as the key to mobilizing community effort and occasioning profound transformation. Powerful symbols provide the basis for common effort in the practical work of the project; thus they can be the difference between social despair and creative engagement.

ACTUATION

The actuation of a Human Development Project involves the application of five guidelines to establish the support systems for the effective implementation. First, the coordinated effort of both the public and private sectors is needed. The combined assistance of both sectors in the form of consultant services, funding and material contributions provides sustained support for the project as a whole as well as its specific parts. Second, the widespread participation of community residents in the implementation of all the programmes is necessary from the outset. This role cannot be performed by someone else if local development is to occur. Third, the presence of a catalytic staff of consultants is necessary for a period of time to generate momentum for leadership development. Through training in practical methods, the community's motivity and decision to engage in the human development task is sustained. Fourth, actuating agencies which oversee the social and economic development programmes are required to ensure the coordination and direction of all implementation efforts in a unified thrust. Such agencies can take many forms but always represent a cross section of the whole community, thereby building the cooperation vital to effective results in every programme arena within a period of six to twelve months. Fifth, although the acceleration and stabilization of leadership training and programme implementation must be phased over a number of years, dramatic signs of socio-economic development are required during the first year. These demonstrate the actuation of a comprehensive plan and thereby serve to broaden local engagement and build human motivity. These are marks of effective development.

IV

THE APPLICATION

DOCUMENT

The Consultation Summary Statement is the tangible product of the Consult. It is designed to reflect and interpret the research findings. The Prolegomena or introduction to this document, provides an inclusive overview of the Consult. The document then delineates in five major sections the five phases or methodological steps which shaped the design of the five days. The first section describes the Operating Vision out of which the residents of Ijede live. The second section is concerned with the Underlying Contradictions which locate the major deterrents to human development in the community. The third reports the Practical Proposals which serve as a model for future operation in light of the discerned contradictions. The fourth describes the Tactical Systems which detail the practical action necessary to initiate social change. The fifth sets forth the Actuating Programmes which focus the tactics and simultaneously inaugurate all aspects of the social and economic development plan. The Epilogue then addresses the issues of project funding, phasing designs, staff requirements and replication possibilities and procedures.

PRACTICALITY

This summary report is intended to be a highly practical tool. It summarizes the results of the research which involved the people of Ijede in creatively focusing their efforts and concerns on the task of reshaping their community. As such, the document symbolizes the residents' decision to participate in practical decision making about the future of their community and thereby serves to call forth the incentive needed for project actuation. The document will also function as an educational tool for rapidly training local leaders in the principles and methods of comprehensive community reformulation. The opening paragraphs in each section explain the intent and the process of that phase of the Consult. Subsequent paragraphs discuss practical results of each phase. Each section contains at least one holding chart which provides a broad overview and illustrates specific aspects of the prose discussion. Finally, the document serves as a handbook for all those who will work in Ijede to supplement the project and as a guide to those who may replicate the Human Development Project elsewhere.

PART ONE

THE OPERATING VISION

I

VISION

The first task of the Consult consisted of objectifying the Operating Vision of the future shared by the people of Ijede. Such a vision for any people is never totally explicit. It is woven through their hopes and fears, their frustrations and yearnings. It is concealed in their stories and social structures and is suggested by their style, symbols and dreams. All of these are deeply a part of who they are and what they hope to become. Although such a vision may be initially unconscious, it represents a community's attitude toward itself and its destiny. Only when the vision is made manifest and a community consciously stands present to it, can local community development occur. The process of objectifying this vision in a formal model is lengthy because of its initially latent nature. This is explained in part by the fact that no community alone can grasp its own vision. It was only when the subjectivity of the local residents of Ijede interacted with the objectivity of the guest consultants that the Operating Vision of the community emerged.

PROCESS

In order to discern this local vision, the consultants were divided into five teams and spent a whole day in the field becoming generally familiar with the community. In addition to the overall survey, each team was assigned to investigate closely a specific aspect of community life: agriculture, business, services, social development and education. The teams covered the Ijede Town area, conversed informally with local residents, observed local industries and facilities, explored the fields, the lagoon and the bush and were given hospitality by local residents in their homes. Through these activities, consultants were directly or indirectly in contact with a great number of local residents. Workshop sessions were then conducted by each team to exchange reports on the hopes and desires of the community as discerned by the consultants. Finally, the 104 pieces of data from the five teams were ordered in the basic categories of the present model. Plate 1 gives rational, objective form to the Operating Vision that

exists in the understanding of the people of Ijede. It was in relationship to this model that the underlying contradictions could be discerned in the subsequent phase of the Consult.

RESULT

The Operating Vision Chart (Plate 1) is the result of the first phase of the Consult. Its three master categories indicate the overarching dimensions of the vision of the people of Ijede. Section A, Toward Accelerating Economic Development, expresses the town's understanding of the need to create economic stability through local industries, cooperative commerce and expanded agriculture. Section B, Toward Providing Physical Services, indicates the obvious need to establish essential services and basic amenities for the residents of Ijede Town. Section C, Toward Encouraging Social Development, points to the community's desire to allow residents to participate fully in the life of the town through social activities, improved community space and practical education. The vision chart is divided further into seven major sections: three relate to economic development, one to essential services and three to social development. The categories comprise a total of thirty components, subdivided into 120 individual items, each representing one facet of the total Operating Vision. Within these individual items is found the vision's practical substance.

II

ECONOMICS

A major aspect of the vision of Ijede residents is economic development. The people hope to see new textile plants where cloth is both manufactured and sewn into garments by local labour. Also envisioned is a food processing plant, packaging local produce for export. Industries related to construction materials such as sand, roofing materials, blocks, and timber are seen as profitable for the town. A boat assembly plant is desired with modern materials and management. Residents also hope to create a tourist industry in Ijede. They wish to expand commercial trading by opening a petrol station, organizing an urban market, establishing a trading co-operative, constructing a shipping dock and securing financial services through Ijede banking and investment loans. Finally, expanded agricultural activity is envisioned through intensified crop development, increased small animal production and the expansion of the fishing enterprise.

SERVICES

Procuring essential services for Ijede is one of the major concerns of the residents. They hope for a water system that transports clean water to centralised locations for both domestic and industrial use. Permanent electricity is desired for street lighting, home, business and industrial development. They want a sanitation network established that will deal with rubbish, drainage, latrines and composting. They see the need for improved medical services which provide trained personnel as well as hospital care and education. Community residents also consider transportation facilities, buses and ferry boats and commercial transport as essential. And, finally Ijede citizens would like to see the roads and pathways upgraded through an improved road network.

III

SOCIAL

The third major arena of the Operating Vision is concerned with Ijede's social development. The community residents envision changing the external space of the village. A civic centre that will provide basic civil services is being planned. The construction of the Oba's Palace will create a model functional building. Major plans are being developed for facilitating town recreation as a celebration of community life. A rational approach for beautifying public areas and regularising street patterns is being designed. Renovating town housing in order to improve housing conditions is another key priority. The town residents are enthusiastic about devising a town plan which will expand industrial and civic land usage. In relationship to Ijede youth, the citizens desire corporate planning in all aspects of youth development. Practical education is another major element of social development. The townspeople desire to train their young children in a pre-school structure in order to prepare them for formal education. Furthermore, the development of a secondary school is critical in promoting national educational standards. To increase the means of youth income, several training programmes are hoped for. In order to diversify the role of the women in the community, the residents want to initiate technical and vocational training.

OPERATING VISION CHART
A Summary of the Existing Operational Vision of the People of Ijede

A - toward ACCELERATING ECONOMIC DEVELOPMENT financial resources				B - toward PROVIDING PHYSICAL SERVICES living conditions		C - toward ENCOURAGING SOCIAL DEVELOPMENT cultural environment							
LOCAL INDUSTRIES I		COMMERCIAL TRADING II		EXPANDED AGRICULTURE III		IV		SOCIAL ACTIVITIES V		COMMUNITY SPACE VI		PRACTICAL EDUCATION VII	
starting TEXTILE PLANTS	Cloth Manufacturing	expanding RETAIL BUSINESS	Parts Store	intensifying CROP DEVELOPMENT	Farm Equipment	designing WATER SYSTEMS	Clean Supply	organising TOWN YOUTH	Community Functions	beautifying PUBLIC AREAS	Community Parks	training PRESCHOOL CHILDREN	Early Learning
	Garment Production		Repair Service		Fruit Orchards		Central Locations		Work Corps		Bush Clearance		Global Curriculum
	Local Labour		Net Shop		Cash Crops		Domestic Installations		Town Cleanup		Market Plan		Leadership Training
	Factory Equipment		Petrol Station		Community Garden		Industrial Feeders		Sports Teams		Market Parking		Play Areas
initiating FOOD PROCESSING	Processing Plant	organising URBAN MARKET	Expanded Market	increasing SMALL ANIMALS	Poultry Farming	supplying PUBLIC ELECTRICITY	Street Lighting	activating CIVIC CENTRE	Post Office	renovating TOWN HOUSING	House Repair	offering SECONDARY SCHOOLING	Functional Education
	Existing Crops		Motor Park		Community Garden		Home Adaptations		Public Library		Building Completion		Cultural History
	Local Resources		Site Plan		Pig Producing		Industrial Supply		Facility Demolition		Painting Schedule		Local Facilities
	Export Packaging		Super Market		Sheep Raising		Rubbish Collection		Information Centre		Valid Certification		Leadership Development
evolving CONSTRUCTION MATERIALS	Sand Industry	establishing TRADING COOPERATIVES	Wholesale Purchasing	enlarging FISHING ENTERPRISE	Gonf Herding	establishing SANITATION NETWORK	Drainage System	facilitating TOWN RECREATION	Police Service	constructing OBA PALACE	Permanent Structure	providing ADULT SKILLS	Job Training
	Roofing Methods		Distribution System		Port Facilities		Public Latrines		Athletic Facilities		Facility Design		Technological Skills
	Cement Blocks		Port Facilities		Banking Service		Compost Heap		Recreational Equipment		Functional Literacy		Functional Literacy
	Timber Industry		Banking Service		Investment Loans		Medical Supplies		Entertainment Centre		Functional Plan		Retail Practices
introducing BOAT ASSEMBLY	Deepsea Designs	offering FINANCIAL SERVICES	Capital Investment	enlarging FISHING ENTERPRISE	Deepsea Fishing	improving MEDICAL SERVICES	Hospital Care	facilitating TOWN RECREATION	Regular Celebrations	designing TOWN PLAN	Expansion Model	developing YOUTH CAPABILITY	Construction Trades
	Materials Development		Capital Investment		Motorised Boats		Health Education		Regular Taxi		Modern Amenities		Farming Techniques
	Production System		Collateral Development		Broadened Market		Bus Service		Hard Surfacing		Street Signs		Commercial Education
	Plant Management		Collateral Development		Refrigerated Storage		Ferry Boat		Intervillage Maintenance		Expansion Model		Global Exposure
promoting NIGERIAN TOURISM	Hotel Facilities	offering FINANCIAL SERVICES	Collateral Development	enlarging FISHING ENTERPRISE	Motorised Boats	enlarging TRANSPORTATION FACILITIES	Network Design	facilitating TOWN RECREATION	Regular Celebrations	designing TOWN PLAN	Expansion Model	enhancing WOMEN'S VOICATIONS	Domestic Skills
	Beach Creation		Collateral Development		Broadened Market		Commercial Transport		Entertainment Centre		Modern Amenities		Home Enterprises
	Commercial Handicrafts		Collateral Development		Refrigerated Storage		Regular Taxi		Regular Celebrations		Street Signs		Global Exposure
	National Advertisement		Collateral Development		Refrigerated Storage		Hard Surfacing		Regular Celebrations		Expansion Model		English Etiquette

PART TWO

THE UNDERLYING CONTRADICTIONS

CONTRADICTIONS

The second task of the Consult was to locate the basic social contradictions in Ijede. The term "contradiction", as it is used here, does not refer to obvious problems, but to coagulations of underlying blocks to the Operating Vision. Contradictions are closely related to relatively invisible, deep currents of history and, therefore, are difficult to discern. They cannot be located directly, but must be approached indirectly through identification of the deterrents and blocks to the Operating Vision of the people. It is by looking through the blocks in relation to the objective historical trends that the Underlying Contradictions can be located. If the Underlying Contradictions are not at least roughly discerned, there is little chance of success in planned social change. Effective socio-economic development does not come about by attempting to achieve the explicit or implicit goals of the Operating Vision in a direct fashion. Rather, social change occurs indirectly, by creating Practical Proposals to deal with the Underlying Contradictions to the Operating Vision. For this reason, contradictions are not negative categories, but are bearers of significant creativity.

PROCESS

In order to generate local data relating to the contradictions, the consultants continued to work as teams in the field. Each team concerned itself first with discerning the blocks to the total Operating Vision (Plate 1) and then focused in depth on its particular assigned arena of the Vision. In this way, the values of both comprehensiveness and depth were held in the team's overall analysis. Keeping in mind the profound trends of history which had been the subject of an earlier conversation among the total consult, the teams discerned the subjective irritants as revealed by the field visits in order to identify the objective deterrents to the Practical Vision. Upon returning from the field each team listed its data and built a prioritized list of blocks to the total Vision. The 133 pieces of data were then organized into a comprehensive set of 11 Underlying Contradictions facing the people of Ijede.

RESULTS

The first contradiction lists 28 responses, or 21% of the total. The next three contradictions (II, III and IV) total 46 responses or 35% when viewed as a group. The next five contradictions (V, VI, VII, VIII and IX) are the third grouping, and represent 49 responses or 37%. The fourth group is Contradictions X and XI, totaling 10 responses and representing 8% of the total. This pattern of contradictory analysis reveals several basic implications. The first contradiction is concerned with the fractured community life that has happened over the last two decades, making it very difficult to anticipate the direction needed in the town. Group two indicates the excluded nature of the town as it is denied urban skills, capital assets and general reinforcement from the surrounding vicinity. The third group deals with a range of crucial building blocks in society regarding the need to restructure various commercial and social functions in order to care more adequately for the whole town. The last two contradictions indicate that the motivity of the society will be stimulated if the youth are engaged significantly and adults are exposed to the larger cultural currents of the day. These eleven contradictions provide the basis for future proposals. The following pages contain a concise one-paragraph statement for each contradiction.

UNDERLYING CONTRADICTIONS CHART

I	II	III	IV	V	VI	VII	VIII	IX	X	XI
THE FRAGMENTED PLANNING OF COMMUNITY LIFE IN IJEDE	THE LIMITED ACCESS OF PRACTICAL EDUCATION IN IJEDE	THE MEAGRE ACCUMULATION OF NEEDED CAPITAL IN IJEDE	THE DISORGANIZED LIAISON WITH FORMAL SUPPORT IN IJEDE	THE DEPLETED EXPERTISE OF LABOUR FORCE IN IJEDE	THE NARROW SCOPE OF PRODUCT MARKETING IN IJEDE	THE STRANGLING ABSENCE OF ESSENTIAL SERVICES IN IJEDE	THE INDIVIDUALISTIC STYLE OF BUSINESS METHODS IN IJEDE	THE INFLEXIBLE ROLES FOR COMMUNITY CARE IN IJEDE	THE LOST DIRECTION FOR YOUTH ENGAGEMENT IN IJEDE	THE STATIC PATTERN OF LEARNING OPPORTUNITIES IN IJEDE
Unfinanced School Application	Unmet School Expense	Unfamiliar Banking Procedures	Untold Ijede Story	Education Breaks Ties	Unprofitable Fish Marketing	Ineffective Meeting Light	Unmotivating Subsistence Employment	Presumed Fishing Vocation	Ijede Brain Drain	Limited World Exposure
Leadership Credibility Questioned	Veterinary Skills Missing	High Housing Costs	Unpushed State Government	Education Saps Trades	Localized Handicraft Market	Ineffective Emergency Services	Undemonstrated Co-operative Purchasing	Unexplored Women's Skills	Inhibiting Disciplinary Procedures	Lengthy Educational Process
Unco-ordinated Town Planning	No Medical Training	Unemployed Family Labour	Outside Agency Dependence	Educated Children Leave	Unexplored Transport Alternatives	Few Neighbourhood Signs	Individualized Trading Patterns	Garbage Collecting Degraded	Conflicting Social Expectations	Formal Education Underrated
Hospital Construction Unfinanced	Unprepared Vocational Potential	No Financial Surplus	Undemanded Government Service	Insufficient Trained Labour	Underdeveloped Export Potential	No Refuse Bins	Non-economic Business Associations	Animal Raising Unemphasised	Wavering Socialist Direction	
Irregular Community Meetings	Prohibitive Educational Costs	High Transportation Overhead	Lobbyist Efforts Unchecked	Unreplenished Urban Migration	Sand Boats Unmanoeuvrable	Unapparent Policing Need	Remote Fishing Ground	Little Intrafamily Communication	Few Youth Facilities	
Reduced Civic Awareness	Education Benefits Unemphasised	No Seed Money	Unorganized Group Efforts	Emigrant Contact Lost	Agricultural Resources Unused	Unsanitary Town Services	Overindividualized Fishing Methods	Neglected Woman's Education	Restricted Leisure Time	
Financing Appears Overwhelming	Illiteracy Hinders Communication	Child Labour Lost	Unconcerned Councilor Pressure	Skilled Labour Decreased	Imported Nets Expensive	Inoperable Lagoon Transport	Underdeveloped Husbandry Management	Farming Low Priority	Confining Home Duties	
Little Census Data	Limited Medical Knowledge	Subsistence Level Profits	Underutilized Medical Services	Dispersed Fiscal Base	Unfinanced Sports Activities	No Industrial Electricity	Uncertain Cooperative Success	Overdependence On Educated		
No Medical Records	Education Vocationally Irrelevant	Expensive Weed Control	Inadequate Medical Supplies	Ijede Sons Uninformed	Inflexible Market Boundaries	Remote Net Supply	Inefficient Manual Farming	Limited Female Vocations		
Unused Resource Wealth	Trained Retailers Departed	Exorbitant Brewery Cost	Lost Authority Unrecovered	Deserted Parents Inert	Shrinking Local Market	Inconvenient Household Amenities				
Unclear Policy Roles	Beer Technology Unavailable	Low Fishing Income	Unappealing Loan Collateral	Delayed Industrial Development						
Unallocated Industrial Land	Uninstructed Garbage Disposal	Nets Beyond Income	Inappropriate Delegate Reliance							
Industrial Sites Unprepared	Unaccessible Child Nursery	Unintended Commercial Expansion	Unproposed Lagoon Regulations							
Unformed Industrial Planning	Unknown Service Benefits	Costly Resort Construction	Unsettled Town Unity							
Lack Traffic Information	Prevalent Crop Diseases	Low Capital Flexibility								
Unplanned Road System	Unfacilitated Vocational School									
Unpublicized Town Improvements	Unregulated Crop Water									
Unengaged Town Residents										
Unfunded Educational Plans										
Fragmented Policy Making										
No Postal Agent										
Unco-ordinative Resident Planning										
Oba's Power Diminished										
Divisive Leadership Struggle										
Abandoned Buildings Increased										
Undeveloped Future Plan										
Unorganized Development Efforts										
Undemonstrated Service Self Support										
78	17	15	14	11	10	10	9	9	7	3
		II				III			IV	

CONTRADICTION I

Fragmented Planning of Community Life

The first contradiction has to do with the manner of planning community life. In every social arena in today's world groups are planning their future through interlocking teams with a single direction. In Ijede the trade associations, village chiefs and family compounds are the glue of the society by which livelihood and social life are provided for everyone. To this point a method of day-to-day planning in their respective groups has been an adequate way of resolving almost any issue. With the pace of Ijede's town development now quickening, individual groups pursue different aims and programmes for the community. Having gone without the central leadership of an Oba for 14 years, town sectors are used to acting autonomously. The community's vision of a new health centre and a secondary school demands clear, precise planning and constant thinking through by the whole community. Skillful projection will be needed to finance and negotiate the essential public services Ijede hopes for. Sites need to be chosen and prepared for the new industries. Untapped resources must be surveyed. Statistics must be compiled. A road system and housing rehabilitation require more thorough consensus by the total community. In the face of these immediate and long range issues the community is struggling to re-discover its social unity. Town support for the Oba is strong, but implementation of his policies fluctuates from day to day in the absence of a clear, publicized town direction. The citizens of Ijede actively seek to be engaged in improving their town. But they flounder under planning methods which are incohesive and incomplete, falling short of current demands. Unless a model for town planning is implemented soon which incorporates all aspects of the community, the surge toward development will be dissipated.

CONTRADICTION II

Limited Access to Practical Education

The second contradiction lies in the arena of practical and functional education. People around the world today are likely to find themselves playing a number of different vocational roles in a lifetime that require specific trained skills and technical knowhow. In Ijede the practical vocational training is basically within the family as youth become apprentices to a parent or relative who is a craftsman. A few young people go away to training centres in the region or state. As the town shifts toward new forms of industry and commerce, functional education becomes a critical need. The retail merchants who get some skills soon go off to more lucrative markets.

The growth of the agricultural industry is discouraged by the need for techniques to control soil moisture and to keep down crop diseases. Beyond the vocational skills needed is a wide range of skills in services to improve the living conditions: the use of modern medicine, the separation and disposal of garbage, animal care and the repair of vehicles and machines. To some degree people do not seek these skills because of their image of training. The only training people have seen is expensive, marginally beneficial and basically irrelevant to their work or their daily lives. Illiteracy among most adults is the underlying deterrent to all practical training. Burdened with household duties, limited funds and the persistent grind of subsistence living the residents are circumstantially deprived of needed skills and access to training a few miles away. Unless a way is found to provide training in vocational skills in Ijede town, the local trades will lose the vitality they now have.

CONTRADICTION III

Meagre Accumulation of Needed Capital

The third contradiction is in the arena of capital needed for economic development. The globe has come to function on the basis of investments and credit that maintain a rapid exchange of capital. In Ijede the quantity of capital has been increased by the move to a money economy after the Second World War. However, at the moment the town remains excluded from the mainstream of capital flow. The shopkeepers, farmers and fishermen are operating on subsistence level profits. Goods are bought at bulk market prices outside of Ijede and resold in Ijede with a low mark-up. The additional transportation involved increases overhead costs and lowers profit margins even more. This low income means that financial surplus is unheard of and thus no seed money is locally available for expansion or investment. High construction costs further prohibit development, and it often takes several selling seasons to complete a building. The volume of production is lower since children are no longer as active in the family's work as they once were. Whatever funds are generated in a household are managed on a day by day basis and few records are kept for bank reference. Unless more capital is brought in and circulated as often as possible, Ijede's economic development will be stifled.

CONTRADICTION IV

Disorganized Liaison with Formal Support

The fourth contradiction lies in the arena of the external support

Ijede needs to maintain its total life. Around the world a network is emerging among communities, each social unit supporting the others. Ijede is woven into the fabric of greater Lagos historically and economically. Once a host to many visitors with its regional fish market, Ijede is currently reaching out to Lagos and Ogun States for jobs, food, supplies and services. These contacts are organized informally for the most part, and thus far have not produced all the jobs and services that are needed. One of the basic contacts with the larger society is the group of trained young Ijede offspring who are working and living around Nigeria. The people remaining in Ijede rely on these sons of Ijede to secure benefits and services for the town. As spokesmen, however, their efforts are often unsuccessful, as they become overwhelmed with urban complexities or simply become preoccupied by a better life elsewhere. This sort of informal representation has a great deal of moral persuasion but very little objective accountability. As Ijede has made a new resolve to improve town conditions, it has a new impetus to have able representatives tell its story. Its internal struggle is to recreate its unity toward the future and to take charge of its own affairs rather than continuing to rely on outside agencies. The official advocates that exist are often met by a multitude of requests and demands, making it difficult for them to be consistent channels for external support. Consequently both informal and formal efforts have been unable to bring about lagoon regulations, certain medical services and supplies, electricity or bank loans. Unless the link with an external support network is strengthened in some way, Ijede's gifts to the nation and the world will go unrealized.

CONTRADICTION V

Depleted Expertise of Labour Force

The fifth contradiction relates to the arena of the skilled labour in Ijede. Every economic unit in our day is requiring a larger number of skilled people. In Ijede the skilled craftsmen are a testimony to the town's development over the past 100 years. The presence of masons, carpenters, ironsmiths, drivers, sponge makers, bakers and other trademen indicates that people live here even when full time jobs are more available other places. An exodus of skilled workers is taking place due to the lack of industrial and commercial development in the vicinity. Services, such as electricity and plumbing, as well as unskilled jobs, attract people into metropolitan Lagos. Ijede residents complain that youth who go away to boarding secondary schools and colleges often marry and find employment elsewhere. Parents who had worked to send their children to school, expecting them to return and improve the town, have not seen the fruit of these sacrifices. Although residents dream of new

industries, they are hampered by the deficiency in their own skills. And the children who have left, the sons of Ijede, would prefer to live and work in Ijede but cannot for lack of jobs appropriate to their training. Unless more trained people are employed full time in Ijede in the near future, the necessary acceleration of development will not occur and the local economic situation will continue to decline.

CONTRADICTION VI

Narrow Scope of Product Marketing

The sixth contradiction lies in the arena of product marketing. Around the world local markets are being increasingly decentralised and expanded to outlying, accessible areas. An active business in Ijede is a bakery that sells to customers from the surrounding villages. Local products are most often sold to visiting middlemen and occasionally to merchants from Ikorodu and Lagos. Retailers who used to sell their provisions in the 9-day market on Ijede's shore of the Lagos Lagoon now join the many stalls of the Ikorodu markets. Ijede merchants are seeking to expand their market boundaries, but transportation is limited to a few taxis or public buses which tax the goods they carry. By water, pole-driven fishing boats are being used in the near reaches of the lagoon and sand boats cannot be maneuvered to take advantage of the Lagos markets. Ijede possesses great potential for production of food crops and small animal meat as well as commercial attractions like sports activities. But production of these goods and attractions needs to be in greater quantity and of a quality suitable for the larger area markets. The prospects for raising incomes is small because of the restrictions on market expansion. Yet unless this expansion occurs, local businesses will not reap the benefits of the growing economy of Lagos and Nigeria.

CONTRADICTION VII

Strangling Absence of Essential Services

The seventh contradiction lies in the arena of essential services. In the past century, an extraordinary expansion of the type, quality and convenience of physical services has become available the world over to the extent of becoming urban necessities. Ijede was founded around the location of three springs of pure ground water along the edge of the lagoon. Today the spring water is still head-carried to the homes. Modern lighting takes the form of kerosene lanterns for most people, but four petrol and oil generators are owned.

Sanitation is maintained only by the natural gifts of gradually sloping, sandy soil. As new businesses are developed, services become more mandatory and the townspeople are working to extend them. Transportation is remarkably serviceable but the taxis are not always available, and usually filled to capacity. A woman saved her kobo for years to buy two motors for a ferry boat, but the boat is inoperable today due to poor maintenance. Health services have been brought into town by the state divisional government and the populace is generally healthy. But infant mortality from measles, malaria and forced feeding bespeaks the need for going into the community to uncover needs, and for opening a health centre. The busy life of the town often creates an impression of disorder, and small signs of community care like refuse bins and street signs are currently missing. These services are needed to enable industries to begin, and ironically, industrial use will be needed to qualify for public services. Unless a way is found to improve the basic utilities in Ijede, it will continue to be a backwater region for urban and industrial development.

CONTRADICTION VIII

Individualized Style of Business Methods

The eighth contradiction is in the arena of business methods. In the 20th century, businesses began to operate with a higher degree of cooperation internally among their employees and externally with other businesses. Ijede has developed over the years some sixty trade associations, and recently partnerships, cooperatives and state run enterprises have appeared. On the whole, however, Ijede businesses are operated by single household units where the family itself contributes the cooperating members. Family managed businesses in Ijede seldom rise above subsistence level even if two or three trades are involved. As diversified industry comes to Ijede, the small businesses will be called on for more commodities, expedited services and thus advanced management methods. Farming and horticultural production will be pushed toward cash crops beyond initial family subsistence. In the last few years the fishing industry that has been Ijede's life-blood for years has suffered a definite set back as the use of the lagoon is changed and productive fishing grounds lie further out to sea. The old method of poling a canoe has become increasingly inadequate. Sources of protein for the diet are being sought within the local industries suggesting that goats, for example, are needed for more than the time honoured annual celebration. At the moment merchants must either carry their produce to market or barter with visiting middlemen. In either case substantial reliable profits are difficult to obtain. The merchants and vendors in Ijede yearn to invigorate their economy, but profitable cooperatives among them have not been demonstrated

as yet. Unless the businessmen of Ijede work out a viable arrangement among themselves, their profits will stay minimal and economic growth will be small or even decline.

CONTRADICTION IX

Inflexible Roles for Community Care

The ninth contradiction lies in the arena of roles necessary for community care. Recent global trends point to greater variety in the roles needed in any society. Ijede participates increasingly in education and employment in new professions and industry. However, those who are educated do not return to diversify community vocations. Instead they reduce the variety of social roles by working away from town or leaving permanently. Vocationally, Ijede men see themselves as fishermen, although more and more they must be employed in other occupations. Farming has a lower priority than ever due to its low productivity relative to the amount of physical work and time required. Small animal raising is regarded even less as an appropriate occupation. The women make mats, smoke fish and run shops in their home while they continue to be the major caretaker for the household and young children. Girls receive the same education as boys, yet their occupational roles in Ijede have not expanded as much as the boys'. It is primarily the young men who ride the buses and taxis to Ikorodu and Lagos for work. The town looks forward to urban services and new industry with only a few people prepared to take on the new jobs. The townspeople expect the educated to provide local leadership and to fill the new jobs, but are not yet prepared to alter rural care patterns to urban structural care needed in today's world, like garbage collecting, because it is considered demeaning. Unless a broader range of vocational roles is recognized as appropriate in Ijede, the town will become static, unable to meet social demands.

CONTRADICTION X

Lost Direction for Youth Engagement

The tenth contradiction is in the arena of engaging young people in the community life of Ijede. Across the world today young people are awakening to their social concern and are taking concrete actions to meet human need. In Ijede the youth have played a vital role in their family's household work. Traditionally very young children were educated at home, learning fishing and farming by working alongside their parents. As times change in Nigeria, formal school education is being taken more seriously and the youth are

pulled away from both gainful work and the home. When the Ijede youth come home from school they are expected to do a number of household chores. Some feel they need as much leisure time as youth in more urban areas. This shift in values derived from increased education and exposure produces acute conflicts with parents and other adults. As the conflict increases, the means of discipline demand more attention. Discipline in the schools has sometimes been harsh or physically harmful. The town is wavering between upholding the old expectations and rapidly advancing into a modern style. While providing up-to-date education for its youth, the town currently lacks local social structures to engage youth in community areas broader than formal schooling. This loss of involvement is shown by the fact that the school soccer field is the only youth facility provided in Ijede. The combination of a vacillating set of social expectations and the youth's feeling of being stifled by the generational differences contribute to departures of young people from Ijede for training and work. Unless this trend toward insufficient youth engagement in Ijede is curbed soon, the future development of Ijede will be deprived of vigour and vision.

CONTRADICTION XI

Static Pattern of Learning Opportunities

The eleventh contradiction has to do with the patterns of learning opportunities in Ijede. In the last half century around the world, educational patterns have expanded to include many techniques that bring the student into creative relationship with his environment. Ijede participates in this expanded emphasis on education by sending most of its children to the local primary schools, as well as many to national trade schools. Although there are an increasing number of Ijede residents in formal or trade education, education within Ijede itself is limited mainly to a formal primary curriculum, apprenticeships and a few radio broadcasts. The relative isolation of Ijede from major changes in Nigeria and the world restricts automatic exposure to new experiences. There are few sources of outside news in the town, nor do new visitors pass through often. A large number of adults are illiterate, having been pulled out of school by their families to fish or farm. Yet often the formal education they do receive is inappropriate. Adults and children alike find the time required to go from primary one to a job too long if home responsibilities must also be fulfilled. Local apprenticeship opportunities also require a long term commitment to a particular trade. To find short term fundamental or technical training, or extensive contact with the broader community, the nation and the world, Ijede residents go out of town. Unless existing

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education patterns incorporate a broader exposure to the world and short term schooling, Ijeda residents will be increasingly unprepared to respond effectively to the changing times.

PART THREE

THE PRACTICAL PROPOSALS

PROPOSALS

The third task of the Consult consisted of building the practical proposals. The term "proposal" refers to a strategic plan of action formulated in direct response to the Underlying Contradictions. Therefore, from the outset, proposals are grounded in the actual social situation, rather than being abstracted or superimposed as ideals. A proposal is similar to a goal, yet it is not a goal. While the practical image reveals the conscious and unconscious image out of which the community operates, the practical proposals represent a clear image of the direction the community needs to move in relation to contradictions. In this sense, proposals represent judgements or decisions about the future. A proposal, however, is never something which is performed. Rather, it points to the crucial arenas of action within which tactics are forged and implemented so that social change will occur.

PROCESS

In order to create the proposals the consultants continued to work as teams organized according to broad arenas of expertise. Following further opportunities for site visits in the field, each team forged a series of detailed proposals which articulated the major actions needed to address the entire swirl of contradictions blocking the operating vision. The proposals represent strategic formulations of practical yet inclusive possibilities for the Ijede community. Finally, the entire consult, working as one body in a plenary session, organized the mass of data from the related proposals. The resulting model became the basis for developing the tactics required to shape the destiny of the Ijede village.

RESULTS

The Practical Proposals Chart (Plate 3) is comprised of 28 proposals referred to as projects. They are organized under 7 Master Proposals which reflect decisional responses to the major contradictions. Three of the Master Proposals are directed toward encouraging social development through practical training, town promotion, and cultural identity projects. Three proposals deal with accelerating economic development through cooperative commerce, agricultural cooperation, and productive industries. The last proposal emphasises providing physical services. Development in the areas of water, electricity, health and construction are crucial to the vital growth of the Ijede community. Separate

charts with descriptive phrases containing 112 subproposals add detail and clarity to major categories of the Practical Proposal Chart. These proposals do not indicate what to do. They point out the arenas within which decisions must be made about corporate action. The specific tactical activities which describe what to do are the concern of the next phase.

PRACTICAL PROPOSALS CHART

I SOCIAL DEVELOPMENT PROPOSALS			II	III ECONOMIC DEVELOPMENT PROPOSALS		
A PRACTICAL TRAINING PROPOSAL	B TOWN PROMOTION PROPOSAL	C COMMUNITY IDENTITY PROPOSAL	D PHYSICAL SERVICES PROPOSAL	E COOPERATIVE COMMERCE PROPOSAL	F AGRICULTURE COOPERATION PROPOSAL	G PRODUCTIVE VENTURES PROPOSAL
LEADERSHIP TRAINING PROJECT 1	EXTERNAL RELATIONS PROJECT 7	SERVICE ORGANIZATION PROJECT 9	MEDICAL SERVICES PROJECT 13	BUSINESS ASSOCIATION PROJECT 17	CORPORATE FARMING PROJECT 21	LUMBER PRODUCTION PROJECT 23
VOCATIONAL SCHOOL PROJECT 2		TOWN MEETINGS PROJECT 10	WATER SYSTEMS PROJECT 14	TRANSPORTATION FACILITIES PROJECT 18		TOURIST FACILITIES PROJECT 24
WOMENS ACTIVITIES PROJECT 3		YOUTH DEVELOPMENT PROJECT 10	ELECTRICAL UTILITY PROJECT 15	MARKET EXPANSIONS PROJECT 19		BUILDING MATERIALS PROJECT 25
COMMERCIAL EDUCATION PROJECT 4	COMMUNITY INVESTMENT PROJECT 8	GLOBAL EXPANSION PROJECT 11	TOWN CONSTRUCTION PROJECT 16	RETAIL CO-OP PROJECT 20	EXPANDED MARICULTURE PROJECT 22	CLOTHES MANUFACTURING PROJECT 26
DAYCARE CENTRE PROJECT 5						FOOD PROCESSING PROJECT 27
SECONDARY SCHOOL PROJECT 6						BOAT BUILDING PROJECT 28

I

SOCIAL DEVELOPMENT PROPOSALS

The Social Development Proposals are designed to begin activities that will support Ijede's engagement in the booming economic growth of Nigeria. These activities focus on the training, financial configuration and community motivation required to move Ijede into the urban world. The Practical Training Proposal calls for a wide range of educational initiatives engaging people of all ages in immediately applicable training. The Town Promotion Proposal establishes configurations of internal resources, and mobilises external financial support for projects in Ijede. The Community Identity Proposal organizes critical aspects of civic and cultural life in Ijede to enhance a sense of cohesiveness and purpose in the world.

A
PRACTICAL
TRAINING

The Practical Training Proposal recommends transmitting basic technological and corporate skills which are essential in a rapidly shifting rural community. The intent of this proposal is both to equip Ijede residents with a higher level of formal education and to supply them with increased employable skills. The Leadership Exposure Project prepares local leaders to be effective in the community through two years of training in leadership methods. The Vocational Skills Project intends to expand income-producing options in the agricultural, mechanical, electrical and construction trades. The Women's Activities Project is aimed at developing the women's abilities as they take on new roles and vocations. The Commercial Education Project is directed towards offering management techniques which will encourage social self-reliance. The Day Care Centre Project will provide the means by which early childhood learning will prepare the children for primary school. The Secondary School Project intends to develop a local grammar school in order to make higher standards of education available locally.

B
TOWN
PROMOTION

The Ijede Town Promotion Proposal is a local campaign designed to increase the flow of capital into and within Ijede. The proposal also recommends establishing sound relations with government and private officials outside of Ijede. There are two major projects. The External Relations Project cultivates relevant government agencies and sets up the procedures for receiving funding from various sources. The effort will be to get companies and individuals to invest in Ijede's development as well as securing grants

and loans as start-up moneys. The Community Investment Project on the other hand attempts to set up a mechanism for the maximum use of resources already in Ijede. Land will be leased to encourage new businesses and industries. A means for saving, borrowing and exchanging money within the village will be designed through a banking system that includes making improvement loans available.

C
COMMUNITY
IDENTITY

The people of Ijede are vibrant, traditional and energetic citizens of the Yoruba culture. Their emphasis on communal songs, dress and on royalty respect are some of their strongest gifts. The Community Identity Proposal emerges out of Ijede's desire to improve civic structures and to project cultural pride to the world about them. The Service Organizations Project aims to improve social and physical health by drawing together the residents into action groups. The Town Meetings Project seeks to initiate regular gatherings of concerned people to plan and implement the total programme. The Youth Development Project is an attempt to engage the youth in civic projects that will serve the community and provide recreation structures. The Global Expansion Project has the task of exposing the citizenry to global news and culture through a larger number of media and group travel. It will also display Ijede's cultural tradition outside of the town.

II

PHYSICAL DEVELOPMENT PROPOSALS

The Physical Development Proposal arena expands essential services vital to Ijede's stability. This proposal emerged from the town people's consensus to improve the basic amenities in the town. All of these services were combined into one Basic Services Proposal. The medical, water and electrical systems are primarily the introduction of new facilities on a broader basis throughout the community. Finally, the Town Construction Project attempts to build functional civic and private units. The Physical Development Proposal will have a profound effect on Ijede's entire life. The residents are willing to cooperate, plan, lobby and organize in order to bring about this change.

D
BASIC
SERVICES

The Ijede Basic Services Proposal improves the quality of life in Ijede by modernizing the essential services necessary for town growth. The Medical Services Project accentuates the need to develop uniform health standards. The development of sanitation and waste disposal facilities are the central elements of this proposal. In addition, the Water System Project concentrates on developing centralised water areas through the usage of a water pump and a piping system. The town residents also proposed that all sources of water be analyzed to find new and better methods of increasing water supply. The Electrical Utilities Project

prioritizes the crucial need to raise Ijede's status in the government's rural electrification project. Finally, the Town Construction Project emphasizes the need for new construction. The project also calls for designing major civic and industrial buildings.

III

ECONOMIC DEVELOPMENT PROPOSALS

The third proposal arena is Economic Development. The three proposals in this arena all involve cooperative efforts and new technologies. The Cooperative Commerce Proposal will unify and direct the scattered individual trading enterprises to more effective purchasing and financing practices. The Agricultural Cooperation Proposal will organize the local farmers into efforts that utilize modern methods. The Productive Industries Proposal will expand and establish industries and new jobs.

E
COOPERATIVE
COMMERCE

The Cooperative Commerce Proposal is aimed at focusing commercial efforts. The Business Association Project will oversee development of business by focusing investment where it is most beneficial to the community. These associations will also concern themselves with seeking additional investments and in finding new arenas for land development. The Transportation Board Project will establish a Lagos Ferry, regular buses to Ikorodu and build paved roads in and around Ijede. The Market Expansion Project will broaden markets for Ijede products. The Retail Cooperative Project will promote wholesale group purchase of supplies and take practical steps to start production of goods that must now be purchased outside Ijede.

F
AGRICULTURAL
COOPERATION

The Agricultural Cooperation Proposal is designed to increase agricultural production in Ijede. It involves two projects, both of which hinge on increasing cooperation and on introducing modern methods developed at government agricultural colleges in Nigeria. The Expanded Mariculture Project involves motorised deep sea fishing, a Fisherman's Cooperative, and a fish breeding pool. The Cooperative Farming Project involves setting up a farmer's cooperative and demonstrating cultivation and animal raising methods.

G
PRODUCTIVE
INDUSTRIES

The Productive Industries Proposal is aimed at creating more jobs and expanding town revenues. This will be accomplished by intensifying industries, principally by cooperative efforts and introduction of new technology. The Lumber Mill Project establishes a lumber manufacturing business and a furniture enterprise through the pooling of equipment costs. The Tourist Facilities Project includes a boat dock, a guest house, and creation of a swimming beach to make Ijede more attractive and convenient to outside visitors. The Building Materials Project makes use of local resources such as sand, clay and water to develop a building

materials industry. The Clothing Manufacturing Project expands clothing production by cooperative purchase of materials and machinery. The Food Processing Project deals with establishing a food processing plant to process and package Ijeda produce for local and international sale. The Boat Building Project calls for the production of motorised fishing boats.

11

TOGETHER WITH PROJECTS

The first step in the process is to identify the needs of the community. This is done through a series of meetings and discussions with the community members. The next step is to develop a plan of action that addresses the identified needs. This plan should be realistic and achievable, and should take into account the resources available to the community. The final step is to implement the plan and monitor the progress. This involves regular communication with the community and reporting on the results of the project.

The second step in the process is to identify the resources available to the community. This includes human resources, such as the skills and knowledge of the community members, and material resources, such as land, tools, and equipment. It also includes financial resources, such as savings and loans. The next step is to assess the strengths and weaknesses of these resources. This is done through a series of meetings and discussions with the community members. The final step is to develop a plan of action that makes the most effective use of the available resources.

The third step in the process is to identify the needs of the community. This is done through a series of meetings and discussions with the community members. The next step is to develop a plan of action that addresses the identified needs. This plan should be realistic and achievable, and should take into account the resources available to the community. The final step is to implement the plan and monitor the progress. This involves regular communication with the community and reporting on the results of the project.

The fourth step in the process is to identify the resources available to the community. This includes human resources, such as the skills and knowledge of the community members, and material resources, such as land, tools, and equipment. It also includes financial resources, such as savings and loans. The next step is to assess the strengths and weaknesses of these resources. This is done through a series of meetings and discussions with the community members. The final step is to develop a plan of action that makes the most effective use of the available resources.

I. SOCIAL DEVELOPMENT

A. Practical Training Proposal

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Plate 3A

1. LEADERSHIP EXPOSURE PROJECT	1 Leadership Tools	accelerating local leadership skills
	2 Social Methods	initiating local consensus structures
	3 Task Forces	providing regular leadership roles
	4 Local Capabilities	establishing skills training groups
2. VOCATIONAL SKILLS PROJECT	5 Agricultural Methods	learning corporate farming skills
	6 Motor Mechanics	providing skilled mechanics pool
	7 Electrical Expertise	instituting electrical science training
	8 Trade Skills	widening local practical expertise
3. WOMEN'S ACTIVITIES PROJECT	9 Basic Literacy	acquiring practical literacy skills
	10 Health Education	applying modern health practices
	11 Domestic Sciences	developing local household expertise
	12 Crafts Methods	increasing family earnings means
4. COMMERCIAL EDUCATION PROJECT	13 Job Procurement	introducing employment seeking methods
	14 Literacy Instruction	teaching language school curriculum
	15 Retail Practices	enabling increased market complexity
	16 Office Skills	equipping potential business candidates
5. DAYCARE CENTRE PROJECT	17 Preschool Initiation	beginning early learning education
	18 Staff Development	training local teaching staff
	19 Primary Preparedness	preparing new primary students
	20 Global Curriculum	implementing imaginal education methods
6. SECONDARY SCHOOL PROJECT	21 Formal Application	securing Education Ministry approval
	22 Site Location	obtaining local community consensus
	23 Building Completion	constructing grammar school facility
	24 Work-Study Curriculum	augmenting academic studies foundation

I. SOCIAL DEVELOPMENT

B. Town Promotion Proposal

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Plate 3B

7.
EXTERNAL
RELATIONS
PROJECT

25 Government Liaison contacting relevant government agencies

26 Capital Attraction seeking outside capital investment

27 Aid Investigation tapping available public services

28 Loans Solicitation contacting possible lending sources

29 Land Leasing promoting new industrial enterprises

8.
COMMUNITY
INVESTMENT
PROJECT

30 Entrepreneur Support encouraging new business ventures

31 Banking Procedures introducing modern financial services

32 Loan Availability structuring community loan system

I. SOCIAL DEVELOPMENT

C. Community Identity Proposal

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Plate 3C

9. SERVICE ORGANIZATIONS PROJECT	33 Health Improvement	establishing full sanitation services
	34 Town Cooperation	increasing local community participation
	35 Business Guilds	promoting fund development activities
	36 Town Signs	formalizing street pattern design
10. TOWN MEETINGS PROJECT	37 Task Forces	organizing essential volunteer groups
	38 Group Planning	structuring regular community meetings
	39 Corporate Action	ensuring broad community participation
	40 Project Reporting	devising plenary consensus plan
11. YOUTH DEVELOPMENT PROJECT	41 Team Activities	initiating youth sports programmes
	42 School Leadership	creating primary school councils
	43 Civic Participation	organizing civic improvement programmes
	44 Work Corps	initiating useful youth engagement
12. GLOBAL EXPANSION PROJECT	45 Global Awareness	injecting inclusive world images
	46 Visual Media	organizing town publicity campaign
	47 Field Visitation	expanding regional/local awareness
	48 Arts Promotion	exhibiting traditional community arts

II. PHYSICAL DEVELOPMENT

D. Basic Services Proposal

ICA Consultants

Plate 3D

13. MEDICAL SERVICES PROJECT	49 Sanitation Facilities	designing waste disposal areas
	50 Preventive Care	upgrading local health standards
	51 Immunization Campaign	coordinating full vaccination effort
	52 Emergency Transport	obtaining permanent local ambulance
14. WATER SYSTEM PROJECT	53 Pump Installation	utilising model pumping method
	54 Water Purification	analyzing total water system
	55 System Construction	designing centralised water tanks
	56 Plumbing Installation	installing adequate piping system
15. ELECTRICAL UTILITY PROJECT	57 Government Priority	obtaining full electricity approval
	58 Financial Assistance	devising subsidy payment plan
	59 Homes Wired	phasing domestic electric installation
	60 Maintenance Service	assuring effective electrical operations
16. TOWN CONSTRUCTION PROJECT	61 Civic Centre	providing basic civic services
	62 Market Place	expanding present trade opportunities
	63 Model Housing	building town demonstration homes
	64 Building Designs	designating major industrial buildings

III. ECONOMIC DEVELOPMENT

E. Cooperative Commerce Proposal

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Plate 3E

17. BUSINESS ASSOCIATION PROJECT	65 Investment Scouting	undergirding local enterprise expansion
	66 Capital Pool	accumulating local investment capital
	67 Land Development	promoting new industry siting
	68 Building Construction	constructing needed town structures
18. TRANSPORTATION BOARD PROJECT	69 Regular Buses	establishing regular transport service
	70 Freight Ferry	providing Lagos market access
	71 Roads Tarred	upgrading major town arteries
	72 Bicycle Transport	promoting inexpensive practical travel
19. MARKET EXPANSION PROJECT	73 Product Advertising	publicizing local products nationally
	74 Quality Control	standardizing local product quality
	75 Product Certification	testing final product quality
	76 External Contacts	contacting possible external buyers
20. RETAIL COOPERATIVE PROJECT	77 Profits Improvement	raising local trading revenue
	78 Wholesale Buying	lowering common supply costs
	79 Purchasing Events	showing group buying potential
	80 Financial Autonomy	achieving local economic independence

III. ECONOMIC DEVELOPMENT

F. Agricultural Cooperation Proposal

ICA Consultants

Plate 3F

21. CORPORATE FARMING PROJECT	81 Cooperative Farming	increasing total agricultural output
	82 Animal Industry	intentionalizing small animal raising
	83 Town Garden	demonstrating new agricultural methods
	84 Technical Assistance	getting outside expert advice
22. EXPANDED MARICULTURE PROJECT	85 Fishermen's Co-op	beginning joint fishing efforts
	86 Mechanized Methods	introducing motorized fishing boats
	87 Deepsea Fishing	launching ocean fishing enterprise
	88 Fish Stocking	starting fish breeding pools

III. ECONOMIC DEVELOPMENT

G. Productive Industries Proposal

23. LUMBER PRODUCTION PROJECT	89 Saw Mill	starting lumber cutting business
	90 Lumber Finishing	uniting numerous wood processes
	91 Furniture Making	developing furniture assembly industry
	92 Equipment Pool	sharing expensive equipment ownership
24. TOURIST FACILITIES PROJECT	93 Beach Creation	forming public swimming area
	94 Guest House	opening adequate visitor facility
	95 Lagos Launch	providing convenient water transport
	96 Boat Ramp	building wooden loading dock
25. BUILDING MATERIALS PROJECT	97 Cement Blocks	improving block making methods
	98 Frames Construction	making better wooden frames
	99 Fired Bricks	improving burnt brick procedures
	100 Sand Production	mechanizing lagoon dredging business
26. CLOTHES MANUFACTURING PROJECT	101 Materials Purchasing	buying wholesale cloth supplies
	102 Machinery Purchase	pooling sewing machine expenses
	103 Market Expansion	widening clothes sales area
	104 Tailors Co-op	enabling group clothing production
27. FOOD PROCESSING PLANT	105 Multipurpose Plant	constructing food processing factory
	106 Processing Co-op	accelerating marketable food output
	107 Cash Crops	growing new profitable produce
	108 Modern Packaging	introducing export market packaging
28. BOAT BUILDING PROJECT	109 Power Tools	acquiring motorized processing items
	110 Materials Production	making fishing boat parts
	111 Assembly System	creating effective assembly procedures
	112 Corporate Ownership	unifying new fishing efforts

PART FOUR

THE TACTICAL SYSTEMS

TACTICS

The fourth task of the Consult was to create the Tactical Systems. Tactics are the practical actions which become the concrete steps required to implement the proposals. The Tactical Systems describe and rationally organize the actions required to do the projects delineated in the Practical Proposals Chart. At this point the Operating Vision and the Underlying Contradictions become peripheral concerns except as they provide a broad context for designing the tactics. Social change occurs through tactical implementation rather than by simply grasping the vision or forging the proposals. The delineation of these systems, therefore, is perhaps the most crucial activity of the Consult.

PROCESS

In order to discern the Tactical Systems out of the many tactics required for each of the proposals, the Consult experienced a task similar to piecing together a puzzle. The completed picture provided practical instruction for implementing the total project. The consultants proceeded in this fourth step again in teams. Each team, according to its arena of expertise, was assigned a set of proposals from the Practical Proposals Chart (Plate 3). Working in small groups, each team created an inclusive list of the concrete actions required to effect its proposals. The team then organized its list of actions into basic tactics for each proposal. Finally all of the teams' work was gathered and organized to formulate the Tactical Systems illustrated by Plate 4.

RESULTS

The Tactical Systems Chart (Plate 4) is the result of this fourth phase of work. It is comprised of four tactical arenas, seven paratactics, 25 basic tactics and 235 sub-tactics. The basic tactics and sub-tactics indicate the specific tasks of the total project. They are listed and described in detail following Plate 4. The seven paratactics under which the basic tactics and sub-tactics are grouped point to the major aspects of the tactical arenas which are set in motion when the sets of basic tactics are implemented in the community. The four tactical arenas illustrated by Plates 4A-4D hold the systems together and represent the over-arching tasks to be accomplished. These inclusive groupings are described in the subsequent paragraphs. The master chart and detailed descriptions of each tactic then follow.

ARENA
A

Tactical Arena A, Developing Economic Base, consists of two paratactics and eight basic tactics. The aim of the tactics in this arena is to intensify the income earning capability of Ijede. The introduction of a variety of new vocational enterprises along with intentionalized methods of selling will allow the town to realize increased capital. To fulfill its development needs, the addition of new crops and industries will dramatically increase the utilization of natural resources as well as increase locally available employment opportunities. This effort will be advanced by ensuring effective marketing and development of funds for reinvestment in the economic progress of the town.

ARENA
B

Tactical Arena B, Expanding Physical Foundations, consists of two paratactics and eight basic tactics. The focus of these tactics is to enable more human living standards to be demonstrated as a real possibility for rural areas. The very practical result is the release of people to more effective engagement in their community while in addition providing a symbol of total community renewal. This will be accomplished by extending to Ijede time saving utilities and preventative health measures. Extensive building construction and renewal activities will reflect the community's capability of anticipating its future.

ARENA
C

Tactical Arena C, Enlarging Practical Education, is divided into two paratactics and six basic tactics. The basic understanding manifest in these tactics is that with locally available training in functional skills the community will create within itself the necessary human resources for its continued growth. Community, business and labour leadership will be created through a series of on-going training experiences. Women and youth will realise increased significance in their community as they are exposed to the possibility of new and significant roles.

ARENA
D

Tactical Arena D, Reconstructing Social Forms, consists of one paratactic and three basic tactics. The intent of these tactics is to provide structures and occasions to continually demonstrate the possibility of rural, social and economic development. The viability of Ijede Town will be demonstrated through regular cultural gatherings. Diverse forms of community meetings will provide everyone with the opportunity to express his unique role in shaping the community. Service channels will be created to enable the residents of Ijede to practically act out the care for their town and all rural towns across the continent of Africa.

TACTICAL SYSTEMS CHART

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Plate 4

tactical arena A

DEVELOPING ECONOMIC BASE

tactical arena B

EXPANDING PHYSICAL FOUNDATIONS

tactical arena C

ENLARGING PRACTICAL EDUCATION

tactical arena D

**PRODUCTION
INDUSTRIES**

paratactic I

**ESSENTIAL
SERVICES**

paratactic II

**BASIC
EDUCATION**

paratactic III

**RECONSTRUCTING
SOCIAL FORMS**

paratactic IV

**APPLICABLE
LEARNING**

paratactic V

**PHYSICAL
CONSTRUCTION**

paratactic VI

**COMMERCIAL
MARKETING**

paratactic VII

tactic 1

enlarging

**LOCAL
AGRICULTURAL
PRODUCTION**

tactic 5

restoring

**COMMUNITY
HEALTH
SERVICES**

tactic 9

initiating

**LOCAL
NURSERY
EDUCATION**

tactic 12

sponsoring

**REGULAR
SOCIAL
ACTIVITIES**

tactic 15

activating

**EFFECTIVE
LEADERSHIP
TRAINING**

tactic 18

creating

**COMPREHENSIVE
TOWN
PLAN**

tactic 22

forming

**TOWN
PURCHASING
COOPERATIVE**

tactic 2

increasing

**FISHING
INDUSTRY
REVENUE**

tactic 6

installing

**PIPE-BORNE
WATER
SYSTEM**

tactic 10

obtaining

**REGISTERED
SECONDARY
SCHOOL**

tactic 13

empowering

**COMPREHENSIVE
COMMUNITY
MEETINGS**

tactic 16

conducting

**BUSINESS
TRAINING
COURSES**

tactic 19

constructing

**MODEL
PUBLIC
BUILDINGS**

tactic 23

expanding

**LOCAL
PRODUCTS
MARKETING**

tactic 3

establishing

**BASIC
MANUFACTURING
ENTERPRISES**

tactic 7

providing

**ADEQUATE
ELECTRICAL
SUPPLY**

tactic 11

forging

**COMMUNITY
WOMENS
ROLES**

tactic 14

organizing

**COMMUNITY
SERVICE
CORPS**

tactic 17

formalising

**TECHNICAL
TRAINING
STRUCTURES**

tactic 20

developing

**IMPROVED
PRIVATE
HOUSING**

tactic 24

launching

**TOWN
COMMERCE
PROMOTION**

tactic 4

improving

**CONSTRUCTION
MATERIALS
SUPPLY**

tactic 8

devising

**EFFECTIVE
COMMUTER
TRANSPORTATION**

tactic 21

erecting

**INDUSTRIAL
PARK
FACILITIES**

tactic 25

stimulating

**INVESTMENT
CAPITAL
DEVELOPMENT**

TACTICAL ARENA A: Developing Economic Base

Paratactic I: Production Industries

In order to provide employment possibilities and to increase family income in the town of Ijede, mariculture, agriculture, manufacturing and production will be restructured and enlarged. A wider range of business activities and industrial production will supplement the town's income from the lagoon fishing industry. New techniques will be taught to the fishermen in order to increase their income. Local agricultural activities will be strengthened with livestock and increased farming. Several new industries will be established to take advantage of local resources and will stem the tide of sons of Ijede migrating to Lagos.

Tactic 1: Enlarging Local Agricultural Production

Subtactics Local agriculture will be expanded to include a wider variety of small animals and crops to increase the economic base and to provide a broad nutritional base for the townspeople. A town garden will be planted and harvested to provide sufficient low cost food for all members of Ijede. Soil testing and concentrated planting will produce cash crops. Crop yield will be increased through the use of production chemicals. The town garden and cash crops will be watered regularly with an irrigation system. Mechanized tools will be obtained to increase food production. Poultry will be raised to sell both eggs and chickens in large quantities. Rabbit raising will be done in order to boost meat production and to provide sufficient animal protein for the children. Pig production will be increased to sell to outside markets. Goats will be herded to improve the quantity and quality of meat. Animal shelters will be built to reduce disease. Stocks of feed will be obtained and stored to feed the goats, pigs and chickens. Veterinary services will be enlisted to advise on care and health needs of animals in the village. An agricultural co-op will be established to administrate the community farm operations.

Tactic 2: Increasing Fishing Industry Revenue

14 In order to expand the fishing industry, deep sea fishing will be necessary. A motorized fleet will be purchased. A training programme in modern deep sea fishing techniques will be conducted for all local fishermen. Refrigeration facilities will be

15 made available for storing fresh fish before
16 transporting outside Ijede. Salting preserving
17 processes will be introduced. Government certifi-
18 cation will be obtained to insure consumer safety.
19 Long-term contracts will be negotiated with large
20 institutions such as hotels, hospitals and schools.
21 The Ijede Fishing Company will be established to
provide capital and improve facilities. A lagoon
restocking system will be developed to insure
against fishing storage.

Tactic 3: Establishing Basic Manufacturing Enterprises

22 In order to enable industry in the community, basic
23 manufacturing enterprises will be established. For
24 a clothing industry, tailor training will be
25 encouraged to learn modern tailoring techniques
26 and the use of modern machines. Samples of clothing
27 will be made for marketing. Modern machines will
28 be procured to produce large quantities of clothing
29 for marketing. A tailors' co-op will be organized
30 and will facilitate the purchase of new machines,
31 thread and textile products. For a food processing
32 industry, research will be made on the processing
33 feasibility of foods, such as peanut butter,
papaya (pawpaw) juice, pineapple juice, etc.
Processing equipment will be purchased for the
plant. Packaging facilities will be set up for
the marketing of unprocessed food. For a boat
building industry, experimental materials will be
needed for deep sea boat building. Electrical
power tools will be needed to aid the boat building.
Boat designs will be sought from experts. A
demonstration boat will be built to test the
feasibility of the design. After a successful test
of the demonstration boat an assembly system will
be organized.

Tactic 4: Improving Construction Materials Supply

34 Construction materials will be produced for outside
35 markets and for availability to community construc-
36 tion work. The present sand dredging industry will
37 be expanded. Cement blocks will be made in greater
38 quantities and of better quality. Brick making
39 will be continued using local clay with the added
40 step of firing for greater durability. In the
lumber industry, tree selection will be done to find
trees that can be used for lumber. Trees will be
transported to the sawmill by water or by trucks.

- 41 The sawmill site will be decided by the community
A planing mill will also be established to prepare
the timber from the sawmill for use. Tree replanting
42 will be carried out to maintain the industry.
Furniture making will begin as a spinoff from the
sawmill operation.

TACTICAL ARENA B: Expanding Physical Foundations

Paratactic II: Essential Services

In order to provide the basic undergirding of town life, essential services will be obtained to provide more time for the residents to concentrate on sociological and economic issues. These services will provide the basis without which the town could not reach full human development. Health services will be established for localised care. The water utility will be made more functional. Utilities will be brought in for all homes and industries so that working hours can be extended beyond sunlight hours and industrial electrical equipment can be used.

Tactic 5: Restoring Community Health Services

- 43 In order to upgrade the health and sanitation in
Ijede the services and techniques will be strengthened.
44 A comprehensive health education effort will be
initiated to broaden the residents' practical under-
45 standing of maternal-child health and the relationship
between good health, nutrition and regular personal
46 care. Suitable candidates from the community will
be chosen for training in the midwifery, medical and
paramedical fields. A complete immunization programme
47 will be developed to vaccinate all preschool children
in the community. The existing dispensary will be
48 replanned, walls will be painted, an efficient records
system will be initiated and electricity and piped
49 water installed. Dietary supplements will be served
to infants at the nursery school. Information
50 concerning local foods which serve the dietary needs
of weaned children and lactating mothers will be
51 researched and a programme developed to make the
information available. A town clean-up campaign
52 will be organized. Incinerators will be sited at
strategic points throughout the town and a disposal
service organized. Sites will be chosen for the
construction of public latrines.

Tactic 6: Installing Pipe-Borne Water System

53 In order to provide safe drinking water a piped water
54 system will be built. A plan will be developed in
55 consultation with a company which has had extensive
56 town water system experience. The plan will be
57 chosen after a cost estimation of at least two versions
58 of the project have been prepared. Build two centrally
59 located tanks. Water pumps will be procured. Pipe
60 will be obtained. The system will be constructed with
61 at least one water tap in a facility with good
drainage. An official water test will be conducted.
Water will be purified using chlorine or other
chemicals. A maintenance team will be established.

Tactic 7: Providing Adequate Electrical Supply

62 The extension of electrical power to Ijede will be
critical to the economic and social development of
63 the community. Formal application will be made to
the government Rural Electrification Board including
64 a statement of the projected usage of watts and
KGB's. Careful notes will be made in this statement
65 on the industrial power needed for newly created
industries and public buildings, power machinery
and home lighting. A team of Ijede residents will
66 be chosen to follow up the application to ensure
Ijede's position on the Rural Electricity projected
67 list. Town squares, public buildings, industries
and homes will be prepared for electrical wiring.

Tactic 8: Devising Effective Commuter Transportation

68 In order to facilitate commuter travel to their jobs,
transportation systems will be revitalized. A
69 pilot ferry boat project will be initiated between
Ijede and Lagos utilising the four passenger boats
70 already donated to the project. Feasibility and
cost will be determined during this time. A faster
71 and more efficient ferry boat will be obtained in the
future. Arrangements will be made for a Lagos land-
72 ing facility and a permanent dock will be built in
Ijede. An initial approach will be made to secure
73 legal authorisation for the ferry. For the ferry
service a staff will be procured and trained and a
74 schedule of ferry arrivals and departures will be
published. In addition, to the ferry service, ground
75 transportation will be extended by contracting with
a motor company for commuter bus service to Lagos.

76 An application to the Lagos City Council will be made
77 for the extension of bus service from Ikorodu to
78 Ijede. A bus will be operated by the community. A
79 car pool will be organized to intermediately enable
travel to and from Ijede. A committee will be formed
to survey Ijede traffic movement and car ownership.
Road paving will be prioritized and the Ikorodu City
Council will be sent an application to pave the
prioritized roads.

TACTICAL ARENA C: Enlarging Practical Education

Paratactic III: Basic Education

In order to augment and increase local educational opportunities, courses for school aged youth and women will be provided. A locally staffed nursery school will provide a basic education grounded for young children and will allow time for mothers to establish an expanded role in the community. A registered secondary school will not only provide all youth with a basic formal education, but also will maintain their participation in the life of the Ijede community.

Tactic 9: Initiating Local Nursery Education

80 A nursery school programme will be established to
81 enable early education for the children of Ijede
82 and to release mothers to be trained and to parti-
83 cipate more fully in community life. A nursery
84 will be initiated in a central location in the
85 community using both indoor and outdoor facilities.
86 Admission forms will be published and distributed
87 throughout the community. An imaginal curriculum
88 will be taught with emphasis on the basic skills
of reading, drawing, counting and spelling. An
activities list will be printed showing the day
by day activities of the nursery. Classroom
decor will include wall charts. A preschool
teacher training programme will be initiated in
order to train faculty from the village. Teaching
aides including toys, animal houses and a fish pond
will be procured. Nutritional lunch and snacks will
be provided each day. After the nursery is operating,
registration as a preschool with the Ministry of
of Education will be accomplished.

Tactic 10: Obtaining Registered Secondary School

89 In order to maximize the full potential of Ijede's
90 formal educational structure, a secondary school
91 will be established. A formal application will be
92 written to the Lagos State Ministry of Education
93 and follow-up will be made on secondary school
94 approval. The necessary forms and any requested data
95 will be completed and submitted to the Ministry of
96 Education. Classroom building specifications will be
97 requested from the Ministry of Education. In order
98 to quickly actualize the construction of a school
99 building, a request will be made of the Lagos State
Ministry of Finance to raise funds within the Ijede
community. An Ijede Community Meeting will be organ-
ized to raise funds that are necessary for initiating
the building of the secondary school. Furniture and
educational materials will be obtained in kind. After
interviewing, a list of successful candidates will be
organized and forwarded to the Ministry of Education
for final approval. The completion of the secondary
school will be symbolized by a celebrational opening.

Tactic 11: Forging Community Women's Roles

100 In order to expand the vision of women's involvement
101 in the total spectrum of community life training
102 will be offered. A preventive medicine program will
103 be held on a weekly basis and will include first
104 aid instruction. Classes in personal hygiene will
105 be promoted in the community. Functional English
106 will be taught to improve reading, writing and
107 conversational abilities. Methods of corporate prob-
lem solving will be taught and demonstrated training
the women to function in task teams. Domestic skills
will be expanded to allow a broader range of home
cooking and more effective housekeeping methods. Home
gardens will be introduced for both vegetables and
flowers. Ways of supplementing home income will be
offered through sewing classes. Job procurement skills
will be taught.

TACTICAL ARENA D: Reconstructing Social Forms

Paratactic IV: Town Identity

In order to release motivity and engagement for the entire town
population practical and social activities will be planned to
solidify the town identity. Activities will be held which honor

the traditions and gifts of the community and which link the community to other towns as well as the rest of the world. Practical community projects will be initiated that allow for wide community participation. Art festivals, traditional games as well as inter-team athletics will be held. Planning and reporting meetings will extend the knowledge of, and participation in, community decision making to a broad base of the community. A service corps will be organized to provide a needed work force for community projects.

Tactic 12: Sponsoring Regular Social Activities

108 In order to create greater awareness, regular social
109 activities will be sponsored. An arts exhibit at the
110 Town Hall will be organized. A series of community
111 forums will be offered focusing on how parents can be
112 instrumental in their children's education. Presenta-
113 tion equipment will be obtained for the Town Hall
114 to allow for audio-visual displays. Excursions will
115 also be planned to other towns and villages. Global
116 awareness will be increased through a series of reg-
117 ular excursions to special events, area sites and
118 other development projects around the world. A bul-
let in board will be erected. On it will be posted
global news articles. Subscriptions to international
news magazines will be procured. A local newspaper
will be founded. A village sports programme consisting
of track, soccer and boxing will be organized. Tradi-
tional games will hand down from elders to youth the
traditions of Ijede.

Tactic 13: Empowering Comprehensive Community Meetings

119 In order to provide the possibility of greater
120 cooperative efforts in the town of Ijede and to
121 reinforce leadership, regular community meetings
122 will be held. Daily planning sessions open to all
123 townspeople will coordinate the daily activities and
124 make assignments. Weekly meetings will be held in
five locations in order to reach a greater number
of people and to report achievements, recruit and
assign additional forces, gain consensus and train
leadership. Quarterly community meetings will make
progress reports of the project, do major evaluation,
anticipate future issues and form task forces to
resolve pressing contradictions. Throughout the
meetings, special attempts will be made to ensure in-
clusive representation from the total population,
especially among women and children in order to broaden

125 the input into decision making and to carry out par-
ticularized tasks such as sports activities, entertain-
ment, clean-up projects and cooking for community
126 events. A leaders council made up of task force heads,
chiefs, house leaders, women and youth will regulate
overall coordination of meetings and activities and
determine programme priorities.

Tactic 14: Organizing Community Service Corps

127 In order to provide the ongoing support for the
maintenance of Ijede Town a Service Corps will be
128 created. Volunteer forces will be organized in
order to carry out long-term and short-term tasks such
as emergency transportation, town clean-ups and com-
munity celebrations. Census takers will survey aban-
129 doned buildings for recommended demolition. They will
collect data such as medical, income, population and
130 other census information needed for planning. A Youth
Corps will be catalyzed to provide a work force for one
131 day miracles on behalf of the town. A specialized core
of skilled workers will form a guild to care for the
technical facilities of the town. Community task
132 forces will be formed to undergird project programme
priorities. A public relations group will be made up
of local people to secure funding, recruit volunteers
and publicize events for the project. A school pro-
133 motion task force will be developed to encourage school
teachers to sponsor programmes which will enable par-
ents of school aged children to understand and parti-
cipate in the child's learning process and progress.

TACTICAL ARENA C: Enlarging Practical Education

Paratactic IV: Applicable Learning

In order to provide the citizens of Ijede with essential employable skills and training and in order to maintain the existing structure of good community leadership, a support system of functional education will be created. Existing community structures will be re-inforced and leadership training will be planned on a regular basis so that revitalization will constantly take place in the higher leadership structures of the community. Courses in basic skills, particularly those related to jobs in business and industry will equip Ijede citizens with the knowledge necessary to operate in a booming Lagos State economy.

Tactic 15: Activating Effective Community Leadership

- 134 In order to train the townspeople in leadership
methods, functional education will be provided.
135 Classes in speaking English will increase learning
opportunities. Training in social methods will be
136 provided through the community guild structures to
equip adults with the practical tools of community
137 development. Selected local residents of Ijede will
shadow auxiliary members in a training device before
138 assuming responsibility for project programmes.
The translation into Yoruba of the Ijede Human
139 Development Project document will be
studied as a training device. Primary school graduates
140 of Ijede will be trained in Imaginal Education methods.
Those trained in these methods will tutor in a supple-
mentary education programme for students in primary
school. Primary school students will participate in
an after school programme of supplementary education.

Tactic 16: Conducting Business Training Courses

- 141 Business training will prepare Ijede residents for
leadership roles in industry and business and for
142 undertaking sound business ventures. Office procedures
will be taught in order to acquaint people with gen-
143 eral office practices and behaviour. Simple record
keeping procedures will be taught to local businessmen.
144 Bookkeeping methods will be taught for advanced
accounting needs. Residents will be trained in the
145 use of office equipment such as simple calculators and
duplicators. A typing course will be offered to pre-
146 pare persons for secretarial positions. Business
management courses will introduce modern administration
147 techniques. Salesmanship training will be offered to
teach techniques of buying and selling. Business com-
148 munications courses will be offered to teach proper
letter writing techniques. Commercial law will be
149 taught to acquaint residents with legal requirements
for business.

Tactic 17: Formalizing Technical Training Structures

- In order to provide an educated, trained labour pool
in Ijede a technical training school will be formed.
150 Essential education will be provided in reading,
writing, functional math, local and national history
151 and global geography as the foundation of all skills
development. For intensive health instruction, local

152 youth will be encouraged to enter training as para-
153 medics and nurses. Nutritional information will be
154 taught to enable residents to know basic food require-
155 ments and how to obtain them from home or community
156 gardens. Teacher training in imaginal education will
begin immediately and continue throughout the project.
Special tutors will also be trained in imaginal edu-
cation methods to provide a support force for primary
school tutoring. Industrial training will occur on
the spot as industries are initiated, with particular
emphasis on electricians, mechanics, plumbers and
woodworkers. Outside expertise will be brought in
when qualified trainers cannot be found locally.

TACTICAL ARENA B: Expanding Physical Foundations

Paratactic VI: Physical Construction

In order for the physical environment to adequately meet the community's present and future needs, construction projects will be initiated. Comprehensive town planning will assure the systematic and non-chaotic growth of the town and the area. New community public buildings will be constructed and existing housing units combined with the new construction of a model house will move significantly in the direction of ensuring adequate housing for every family. The designation of an industrial park and the construction of warehouse and industrial structures will allow the business vitality of the Ijede community to be established.

Tactic 18: Creating Comprehensive Town Plan

157 Comprehensive planning for all land areas of Ijede will
158 enable smooth development as the community changes.
159 Information will be gathered from the state govern-
160 ment prior to work on the plan. An Ijede census will
161 be taken to gather current, accurate data. The Oba
162 and his council will be consulted to determine already
163 established planning decisions. The community will
164 design a town plan which will designate area for
165 community gardens, sports facilities, guest cottages,
large and small park sites, commercial areas, resi-
dential zones, an industrial park, new streets,
enlarged or new market spaces, and dock and beach
facilities. Land use decisions will be made accord-
ing to this plan over four years. Sanitation facil-
ities such as a water pump, latrines and incinerators
will be indicated on the town plan. Public gathering
places and roads will be cleaned and refurbished.
Decorative trees will be planted. A few public

166 squares will be chosen for particular emphasis as
community nodes and these will be renovated and
167 beautified with appropriate landscaping and decor.
Community street and directional signs will be
168 constructed and installed to provide functional
identification. A community symbol will be created
and placed across the community. Leases for the
acquisition of property will be negotiated according
to local custom.

Tactic 19: Constructing Model Public Buildings

169 Major public buildings designed for local climate,
materials and aesthetic values will provide facilities
for community activities in Ijede. A Nigerian
170 architect will contribute complete construction
drawings for all public buildings. The design for
the Oba's palace will be developed after visiting
171 similar buildings in Nigeria and may include a
public telephone, police office, hosting space, a
residence for the Oba and rooms for the resident
172 elders. A post office will be designed to meet the
requirements of the government. The design of the
secondary school will follow the building specifica-
173 tions of the Federal Ministry of Education. Other
public structures including latrines, baths, sports
facilities, guest cottages, new streets, markets and
174 a preschool will be designed. All public buildings
will be constructed using indigenous materials and
labour whenever feasible.

Tactic 20: Developing Improved Private Housing

175 Private housing in Ijede will be improved by upgrading
existing housing and constructing new model homes.
176 Criteria on house quality will be established by town
177 leaders and a survey will be taken. Owners of housing
178 far below standard will be asked to give permission
for its removal. Approved removals will be demolished.
179 A corporate work force will repair or complete the
180 the remaining sub-standard housing. A scale model of
181 a demonstration home based on architectural plans
182 will be displayed to the community. A community
183 approved demonstration home will be built using
low-cost local materials and labour.

Tactic 21: Erecting Industrial Park Facilities

184 An industrial park will be constructed in order to
facilitate the operation of local industry and
warehousing. A cement factory for the manufacturing

185 of cement blocks and bricks will be built. Cement,
186 planks, sand, nails and roofing will be acquired to
187 build this factory. A sawmill will be erected,
188 including a sizable storage shed to store the cut
189 timber. Office space for the administration of the
190 industrial park will be established adjacent to the
191 industrial area. The services of a Nigerian architect
will be inkinded to design the industrial park and its
facilities. Long and short term leases for property
improvement for commercial use will be negotiated
according to local custom. Electrical power for
these industries will be provided by the Ijede
community.

TACTICAL ARENA A: Developing Economic Base

Paratactic VI: Commercial Marketing

In order to upgrade the economic life of the town and increase the standard of living, commerce will be enlivened. Increased income from the production of goods will result from improved forms of purchasing, marketing, and administration. Existing small business operations will be expanded and intensified with the help of local and outside funding and investment. Cooperative purchasing and warehousing will be used and efficient management procedures instigated to effectively assist those engaged in commerce. Market research will increase local and international sales of Ijede produced goods, providing more jobs and income. A new image of Ijede as a commercially developing town will be created and promoted encouraging increased capital investment so that capital resources will be invested in Ijede's growth and future.

Tactic 22: Forming Town Purchasing Cooperative

192 In order to enable a corporate thrust for economic
193 ventures within the town, a purchasing cooperative
194 will be established. The co-op will be registered.
195 Initial membership will be recruited by the existing
196 trade associations. Its first activity will be the
197 wholesale purchasing of goods. These goods will be
198 listed by local retailers and industries. Automobiles,
199 trucks and motorized boats will be purchased and
200 owned cooperatively. They will be scheduled to ensure
201 the transport of goods to and from Ijede for all
members. The co-op will be responsible for decision
making in the arena of the storage of all goods. It
will also handle the distribution of items coopera-
tively purchased. Equipment and machinery needed
in the town yet too expensive for individual purchase
will be acquired and maintained by the co-op. It

202 will set up an office for its administration and
management. It will establish a thorough book-
keeping system.

Tactic 23: Expanding Local Products Marketing

203 In order to expand the commercial development of the
Ijede community, new markets will be sought for
204 products manufactured or grown by the community. A
management scheme appropriate for Nigeria will be
employed in order to establish the ongoing capacity
205 of community production. In order to increase
production, local skills will be pooled in tailoring,
construction, etc. A high standard for products
206 produced in Ijede will be set by the existing local
trade associations. All items grown or manufactured
in Ijede will have a standard identification. Samples
207 of Ijede products will be assembled and shown to
prospective clients. A market stall or retail outlet
208 in the cities of Lagos and Ikorodu will be established
and operated daily. Contracts with wholesalers will
be secured for the sale of locally made products such
209 as timber, clothing, boats, manufactured products,
cash crops and processed food. These contracts will
be sought through an Ijede contracting association or
210 marketing cooperative. Export markets will be organ-
ized to increase the potential of sales volume. Retail
211 outlets will be locally upgraded and enlarged in the
community market in order to sell the same products
212 to local residents and to visitors. A local supply
shop for fishermen, tailors, painters and other skilled
213 tradesmen will be established to increase the availa-
bility of wholesale raw materials used by local
tradesmen or manufacturers.

Tactic 24: Launching Town Commerce Promotion

214 The commercial and industrial ventures of Ijede will
be made known to Nigeria and the world through promo-
tion techniques. A board will be responsible for
215 managing the overall sales promotion by establishing
a local Chamber of Commerce. This management board
will initiate the incorporation of co-ops and compan-
216 ies so that the legal requirements of commercial
development will meet with state and federal approval.
A task force will lobby with outside government bodies
217 to establish a favourable relationship so that
priorities within the Nigerian civil service will be

218 set for Ijede. For communication with outside
agencies and persons, formal stationery will be
prepared by a professional company. A development
story will be created to promote the desirable aspects
219 for business opportunities and investment in Ijede.
National and international promotional advertising
will proceed in order to create favourable business
220 relationships through the use of brochures, product
displays, business cards, media advertisements and
major publicity campaigns. A logo will be created
221 for use on all products, with the first use of the
logo stamped on the packaging of the locally baked
bread. Using the logo, signs for shops in and outside
222 of Ijede will be designed, completed and installed.
The local market place in the town will be under the
jurisdiction of the management board to oversee its
223 expansion or relocation in order to keep pace with
modern Nigerian commercial developments. A festive
opening will be held at the market opening and on
224 regular intervals to attract consumers from outside
Ijede. Market research will be conducted on a contin-
225 uing basis to determine consumer needs that local
industry could fill, such as new products, updated
products and a conference centre activity. A tourist
226 trade will be initiated to promote a new image of the
town and to encourage business development. Tourists
and visitors (sons of Ijede) will be enticed through
227 booking and travel agents in Lagos and throughout
the world by promoting the pleasant climate, the
lagoon water resource and the friendly attitude of
the local people. Guest cottages will be provided
for tourist accomodation in Ijede.

Tactic 25: Stimulating Investment Capital Development

228 The available capital in the town of Ijede will need
to be increased in order to initiate and expand
commerce and industry. Local funds will be pooled so
229 that more efficient and effective use can be made of
these monies. Fund raising outside Ijede from patrons
in Nigeria and around the world will provide the major
230 amount of start-up capital required for local develop-
ment. Equipment and materials that are needed for the
town's development and for which there is no local money
231 available will be acquired via loaned items or inkind
donations of items such as machines for a timber mill.
Collateral for loans will be created by pledging land
232 for mortgages or for industrial use. A local holding
company will be established with assistance from a global
guardian so that international investors can participate

233 in Ijede's development and hence increase local invest-
234 ment capital collateral. Federal and state governments
235 will be approached for funding, especially for essen-
tial services such as water and electricity. The pro-
posed local newspaper will be funded in kind and with
revenue from advertisements. A banking service with
loan and savings services will be initiated in a mobile
set-up so that local tradesmen and new industries can
manage their funds locally on a weekly basis.

Paratactic I PRODUCTION INDUSTRIES	Paratactic VII COMMERCIAL MARKETING
Tactic 1: Agricultural Production	Tactic 22: Purchasing Cooperative
<ul style="list-style-type: none"> 1 Community Garden 2 Cash Crops 3 Crop Yields 4 Irrigation System 5 Mechanical Tools 6 Poultry Industry 7 Rabbit Raising 8 Pig Production 9 Goat Herding 10 Animal Shelters 11 Stock Feed 12 Veterinary Service 13 Agricultural Co-op 	<ul style="list-style-type: none"> 192 Co-op Registered 193 Recruit Membership 194 Wholesale Purchasing 195 Goods Listed 196 Vehicle Acquisition 197 Product Transport 198 Local Warehousing 199 Goods Distribution 200 Common Equipment 201 Co-op Office 202 Co-op Bookkeeping
Tactic 2: Fish Industry	Tactic 23: Products Marketing
<ul style="list-style-type: none"> 14 Motorized Fleet 15 Fishing Techniques 16 Refrigeration Facility 17 Preserving Process 18 Government Certification 19 Long-term Contracts 20 Fishing Company 21 Lagoon Restocking 	<ul style="list-style-type: none"> 203 Management Scheme 204 Skills Pool 205 Quality Standards 206 Product Identification 207 Production Samples 208 Lagos Sales 209 Products Contracts 210 Contract Association 211 Export Markets 212 Local Shops 213 Local Wholesale
Tactic 3: Manufacturing Enterprises	Tactic 24: Commerce Promotion
<ul style="list-style-type: none"> 22 Tailor Training 23 Sample Marketing 24 Machine Procurement 25 Tailors Co-op 26 Processing Research 27 Processing Equipment 28 Packaging Facilities 29 Experimental Materials 30 Power Tools 31 Boat Design 32 Demonstration Boat 33 Assembly Systems 	<ul style="list-style-type: none"> 214 Management Board 215 Legal Relations 216 Government Relations 217 Formal Stationery 218 Promotional Advertisement 219 Promotion Image 220 Logo Creation 221 Shop Signs 222 Market Expansion 223 Market Festival 224 Market Research 225 Tourist Trade 226 Visitor Enticement 227 Guest Facilities
Tactic 4: Construction Materials	Tactic 25: Investment Capital
<ul style="list-style-type: none"> 34 Sand Dredging 35 Cement Blocks 36 Brick Building 37 Tree Selection 38 Tree Transport 39 Sawmill Site 40 Planing Mill 41 Tree Replanting 42 Furniture Making 	<ul style="list-style-type: none"> 228 Local Funds 229 Fund Raising 230 Inkind Equipment 231 Collateral Creation 232 Holding Company 233 Government Funding 234 Newspaper Funding 235 Mobile Bank

EXPANDING PHYSICAL FOUNDATIONS

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Plate 4B

Paratactic II

ESSENTIAL SERVICES

Paratactic VI

PHYSICAL CONSTRUCTION

Tactic 5: Health Services

- 43 Health Education
- 44 Hygienic Practices
- 45 Medical Personnel
- 46 Child Vaccination
- 47 Upgrade Dispensary
- 48 Dietary Supplements
- 49 Child Nutrition
- 50 Town Clean-up
- 51 Incinerator Location
- 52 Latrine Construction

Tactic 18: Town Plan

- 157 State Research
- 158 Ijede Census
- 159 Established Decision
- 160 Community Plan
- 161 Land Use
- 162 Sanitation Facilities
- 163 Public Places
- 164 Tree Planting
- 165 Public Squares
- 166 Directional Signs
- 167 Community Symbol
- 168 Land Acquisition

Tactic 6: Water System

- 53 Company Consultation
- 54 Cost Estimation
- 55 Central Tanks
- 56 Water Pump
- 57 Pipe Obtainer
- 58 Water Tap
- 59 Water Test
- 60 Water Purified
- 61 Maintenance Team

Tactic 19: Construction Model

- 169 Architect's Drawings
- 170 Oba's Palace
- 171 Post Office
- 172 Secondary School
- 173 Other Structures
- 174 Public Buildings

Tactic 7: Electrical Supply

- 62 Formal Application
- 63 Watts Projection
- 64 Power Needs
- 65 Follow-up Team
- 66 REP List
- 67 Town Wiring

Tactic 20: Private Housing

- 175 Housing Survey
- 176 House Quality
- 177 Owners' Permission
- 178 Building Demolition
- 179 Complete Repair
- 180 Complete Houses
- 181 Scale Model
- 182 Demonstration Homes
- 183 Low-cost Materials

Tactic 8: Commuter Transportation

- 68 Ferry Project
- 69 Ferry Boat
- 70 Docking Facilities
- 71 Legal Authorization
- 72 Staff Training
- 73 Published Schedules
- 74 Service Extension
- 75 Community Bus
- 76 Car Pool
- 77 Traffic Survey
- 78 Road Priorities
- 79 Paving Application

Tactic 21: Industrial Park

- 184 Cement Factory
- 185 Acquired Materials
- 186 Erect Sawmill
- 187 Storage Shed
- 188 Administrative Offices
- 189 Architectural Services
- 190 Short-term Leases
- 191 Electrical Power

ENLARGING PRACTICAL EDUCATION

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Plate 4C

Paratactic III

BASIC EDUCATION

Paratactic V

APPLICABLE LEARNING

Tactic 9: Local Nursery

- 80 Nursery Location
- 81 Admission Forms
- 82 Imaginal Curriculum
- 83 Activities List
- 84 Classroom Decor
- 85 Teacher Training
- 86 Teaching Aides
- 87 Nutritional Lunch
- 88 Preschool Registration

Tactic 15: Community Leadership

- 134 Literacy Classes
- 135 Social Methods
- 136 Shadow Training
- 137 Document Study
- 138 Imaginal Education
- 139 Special Tutors
- 140 Supplementary Education

Tactic 10: Secondary School

- 89 Formal Application
- 90 Application Follow-up
- 91 Data Submission
- 92 Building Specification
- 93 Funding Authorization
- 94 Community Meeting
- 95 Fund Raising
- 96 Inkind Materials
- 97 Candidate List
- 98 Ministry Approval
- 99 Celebrational Opening

Tactic 16: Business Training

- 141 Office Procedures
- 142 Simple Recordkeeping
- 143 Bookkeeping Methods
- 144 Office Equipment
- 145 Typing Course
- 146 Business Management
- 147 Salesmanship Training
- 148 Business Communications
- 149 Commercial Law

Tactic 11: Women's Roles

- 100 Health Training
- 101 Personal Hygiene
- 102 Functional English
- 103 Task Teams
- 104 Domestic Skills
- 105 Home Gardens
- 106 Income Supplement
- 107 Job Procurement

Tactic 17: Technical Training

- 150 Essential Education
- 151 Health Instruction
- 152 Nutritional Information
- 153 Teacher Training
- 154 Special Tutors
- 155 Industrial Training
- 156 Outside Expertise

RECONSTRUCTING SOCIAL FORMS

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Plate 4D

Paratactic IV

TOWN IDENTITY

Tactic 12:

Social Activities

- 108 Arts Festivals
- 109 Community Forums
- 110 Presentation Equipment
- 111 Other Towns
- 112 Regular Excursions
- 113 Bulletin Boards
- 114 Global News
- 115 Local Newspaper
- 116 News Magazines
- 117 Sports Programme
- 118 Traditional Games

Tactic 13:

Community Meetings

- 119 Daily Planning
- 120 Weekly Meetings
- 121 Reporting System
- 122 Quarterly Meetings
- 123 Inclusive Representation
- 124 Decision-making Input
- 125 Leaders Council
- 126 Programme Rationale

Tactic 14:

Service Corps

- 127 Volunteer Forces
- 128 Census Takers
- 129 Youth Corps
- 130 Specialised Guild
- 131 Task Forces
- 132 P.R. Group
- 133 School Promotion

PART FIVE

THE ACTUATING PROGRAMMES

PROGRAMMES

The final task of the Consult was organizing the Tactical Systems into Actuating Programmes. The programmes provide precise structures or forms within which specific tactics are carried out. They perform several essential functions. The programmes make possible a broad cost analysis of the project and thereby become crucial instruments for its funding. They enable the creation of a relatively accurate phasing design for the total demonstration. They serve to organize both the local forces who implement the project and the extended forces who form the support network. Finally, they release an imaginal power that motivates the local people, the project patrons and the public at large by reflecting the possibility, the inclusiveness and the unity of the Human Development Project.

PROCESS

The creation of Actuating Programmes first involves organizing the large body of subtactics into rational programmes that are feasible in the light of the local situation and practical for effective management. These are then checked and refined in relation to the Proposals, the Contradictions and the Practical Vision to ensure inclusiveness and focus. Certain values are held throughout the process for organizing the programmes, including their dramatic power to generate interest and the possibilities for their rapid development. Identifying the programmes is the first step in project actuation for they define the arenas and organize the tactics for which implementaries are then created. Implementaries are the concrete steps to be taken by the local forces in doing the subtactics and programmes. Each required step, once determined, is placed on a daily, weekly or monthly timeline. The creation of Timelined Implementaries, however, is not a task of the Consult but of the local forces themselves.

RESULTS

The Actuating Programmes of the Ijede Human Development Project shown on Plate 5 are sixteen in number. Seven of these are related toward the economic development in Ijede. The intent of these programmes is to broaden existing economic structures and to begin new ones for more community self-dependence. Four of the seven relate to agro-industrial enterprises and three relate to commercial ventures. The agro-industrial arena includes the Ijede Fishing Company, the Extended Farming Scheme, the Manufacturing Industries

Complex and the Construction Materials Corporation. The three programmes relating to commercial ventures are the Ijede Trading Cooperative, the Guest Services Facilities and the Capital Development Agency. The second major programmatic division has to do with the physical development of Ijede. This arena includes two programmes: the Ijede Reconstruction Project and the Ijede Amenities Project. The third group of seven programmes relates toward the social development of Ijede. Three of these deal with communal care and four with educational prowess. The first group of social programmes includes the Ijede Work Corps, the Total Health System and the Civic Structures Network. The second group, dealing with educational prowess, includes the Ijede Children's Institute, the Formal Schooling Unit, the Vocational Skills Centre and the Women's Training Academy.

SUMMARIES

A more detailed description of the sixteen programmes follows. These summaries are not intended to fully describe the programmes, but to indicate the general focus of each, the relationships among the programmes, and the relationships between each programme and the whole project. Each summary is comprised of three paragraphs. The first describes the broad functional nature of the programme and explains why it is necessary to the total project. The second delineates the four major components. The last paragraph indicates the general requirements for implementing the programme. This is in no way a specific effort to do the timed implementaries of the sub-tactics mentioned earlier. The programme summary, rather, points to the broad steps involved and thus provides some feel after the practical feasibility of the programme. Accompanying each summary is a four-year cost projection. (Plates 5B-Q).

THE SIXTEEN ACTUATING PROGRAMMES

Comprehensive Community Reformulation in Ijede

ONE TOWARD THE ECONOMIC DEVELOPMENT OF IJEDE		TWO TOWARD THE PHYSICAL DEVELOPMENT OF IJEDE	THREE TOWARD THE SOCIAL DEVELOPMENT OF IJEDE	
AGRO-INDUSTRIAL ENTERPRISES A	COMMERCIAL VENTURES B	C	COMMUNAL CARE D	EDUCATIONAL PROWESS E
IJEDE FISHING COMPANY I	IJEDE TRADING COOPERATIVE ✓ V	IJEDE RECONSTRUCTION PROJECT ✓	IJEDE WORK CORPS X	IJEDE CHILDRENS INSTITUTE XIII
EXTENDED FARMING SCHEME II	GUEST SERVICES FACILITIES VI	VIII	TOTAL HEALTH SYSTEM ✓ XI	FORMAL SCHOOLING UNIT XIV
MANUFACTURING INDUSTRIES COMPLEX III	CAPITAL DEVELOPMENT AGENCY VII	IJEDE AMENITIES PROJECT IX	CIVIC STRUCTURES NETWORK XII	VOCATIONAL SKILLS CENTRE ✓ XV
✓ CONSTRUCTION MATERIALS CORPORATION IV				WOMENS TRAINING ACADEMY XVI

THE SIXTEEN ACTUATING PROGRAMMES
Comprehensive Community Reformulation in Ijede

ONE TOWARD THE ECONOMIC DEVELOPMENT OF IJEDE		TWO TOWARD THE PHYSICAL DEVELOPMENT OF IJEDE		THREE TOWARD THE SOCIAL DEVELOPMENT OF IJEDE					
AGRO-INDUSTRIAL ENTERPRISES A		COMMERCIAL VENTURES B		C		COMMUNAL CARE D		EDUCATIONAL PROWESS E	
I IJEDE FISHING COMPANY	1	V IJEDE TRADING COOPERATIVE	17	VIII IJEDE RECONSTRUCTION PROJECT	29	IJEDE WORK CORPS	37	XIII IJEDE CHILDRENS INSTITUTE	49
	2		18				30		38
	3		19		31		39		51
	4		20		40		52		
II EXTENDED FARMING SCHEME	5	VI GUEST SERVICES FACILITIES	21	IX IJEDE AMENITIES PROJECT	32	XI TOTAL HEALTH SYSTEM	41	XIV FORMAL SCHOOLING UNIT	53
	6		22				42		54
	7		23		43		55		
	8		24		44		56		
III MANUFACTURING INDUSTRIES COMPLEX	9	VII CAPITAL DEVELOPMENT AGENCY	25	X IJEDE RECONSTRUCTION PROJECT	33	XII CIVIC STRUCTURES NETWORK	45	XV VOCATIONAL SKILLS CENTRE	57
	10		26				46		58
	11		27		47		59		
	12		28		48		60		
IV CONSTRUCTION MATERIALS CORPORATION	13	XVI WCMENS TRAINING ACADEMY		XI TOTAL HEALTH SYSTEM	34	XIII IJEDE WORK CORPS	49	XIV FORMAL SCHOOLING UNIT	61
	14						50		62
	15				51		63		
	16				52		64		

ECONOMIC DEVELOPMENT: Actuating Programme I

IJEDE FISHING COMPANY

Healthy industries continue to expand their use of modern techniques to increase production. Historically, the major source of sustenance for Ijede has been fishing in the Lagos Lagoon. With the recent rapid urban development and the shift in economics of the nation, developing new economically viable means of fishing is needed in order to contribute to the food needs of the larger population of nearby urban areas. The Ijede Fishing Company is a programme designed to contribute significantly to the economic development of Ijede. This programme will re-establish the traditional occupation of fishing as a modern industry, serving an important role in the development of the Lagos Lagoon and in the expansion to deep sea fishing in the ocean as well. Ijede people are proud of their past as a fishing town and are eager to work together to develop new techniques and methods for recovering fishing as a major industry for Ijede.

The Ijede Fishing Company will operate as a division of the Ijede Trading Cooperative and consists of four components. First, the Motorized Fleet Programme will extend the range of Ijede fishing into Lagos Lagoon and into the ocean beyond the Lagos harbour. This will increase the quantity and size of the fishing catch and expand production capacity. Second, the Port Development Programme will provide dock off-loading facilities for short-term storage of fish. Third, the Processing Plant Programme will prepare fish products for sale to an expanded market. Fish will be processed through smoking and salting. They will be attractively packaged for consumption. Fourth, the Product Storage Programme will provide warehouse facilities so that Ijede fishermen may choose their market on the basis of advantageous prices rather than immediate consumption.

Immediately after the Consult, the auxiliary and Ijede fishermen will design more maneuverable and motorized fishing boats. Visits will be made in Lagos to secure motors for the boats. A floating pier will be built to facilitate boat off-loading. It will be constructed out of locally produced timber or bamboo in order to stock the freshly caught fish. Fish processing will begin with a central smoking house which will be constructed near the waterfront. Fish will be stored in an extension of this facility until marketed. As markets expand, processing will include salting to provide long-term fish preservation.

IHDP
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FOUR YEAR PLAN
PROGRAMME BUDGETS

Programme 1 Plate 5B
IJEDE FISHING COMPANY

categories	years	current FY budget	Future Estimated Costs		
			FY II	FY III	FY IV
I Capital Costs	20-40 HP Outboard Motors	₦ 3,000	₦ 3,000		
	300 ft. Floating Pier	6,700			
	1 Diesel Fishing Boat	70,000			
	Smoke/Salting Facility	2,000			
Subtotal - capital		81,700	3,000		
II Pay and Allowances	Auxiliary Salary	4,800	4,800		
	Smokehouse Manager	1,500	1,500		
	Fishing Boat Captain	1,500	1,500	₦ 1,000	₦ 1,000
	6 Apprentices (Prog. 10)				
Subtotal - pay		7,800	7,800	1,000	1,000
III Current Expenses	Firewood	150	150	100	
	Salt	50	50		
	Packaging	1,000	1,000	1,000	
	Fish Cleaning Equipment	100		100	
	Boat/Motor Maintenance	600	600	600	
	Diesel Fuel	400	400		
Subtotal - current		2,300	2,200	1,800	
Total Programme Costs		₦91,800	₦ 13,000	₦ 2,800	₦ 1,000

ECONOMIC DEVELOPMENT: Actuating Programme 2

EXTENDED FARMING SCHEMES

Nigeria is a nation with a rapidly growing population and expanding urban centres. The land surrounding Ijede has rich farming potential, manifested by the many varieties of crops, fruit trees and medicinal plants already growing. This and the human resources will help to contribute to the food needs of nearby urban areas and make Ijede locally self-sufficient in growing and processing most foods for its own use and outside markets. Working cooperatively, the production potential will be increased while the farmer can have more direct and immediate access to new technological techniques. Commonly shared equipment and community profit sharing to develop the land will signal out the town of Ijede as a demonstration and symbol of possibility to others in developing their local resources to supply their own food needs and contribute to the growth of the regional and national economy.

The Extended Farming Scheme consists of four components. First, the Community Farm Programme will cultivate a community garden to provide foods and vegetables for local market, including the community kitchen. This will make large importation of food unnecessary and will provide basic nutritional needs to Ijede. It will also serve as a demonstration of effective soil conservation, appropriate pesticides and durable strains. Second, the Cash Crops Programme will emphasise crops such as maize, root crops, vegetables and other produce for marketing outside Ijede. Third, the Land Irrigation Programme will be initiated through the drilling of bore holes and supplying of irrigation pumps and pipes. This will allow year-round agricultural production to increase crop yield. Fourth, the Small Livestock Programme will demonstrate and promote production of poultry, rabbits, pigs, sheep and goats. Livestock will be housed in adequate sanitary and feeding facilities.

The first step in launching the Extended Farming Scheme will occur in the first week of the Project with the preparation of the community farm. This will initially be a plot for growing vegetables and food crops for the community kitchen. The farm will be maintained by farming trainees from the town. Cash crops will be planted after the market has been researched as to the most highly saleable and easy-to-grow crops. Irrigation bore holes will be drilled. Sufficient pumps and pipes will be procured for watering designated farming land, using either trickle and/or sprinkler irrigation. One hundred chickens will be raised on the community farm in the first month of the Project as a demonstration of small livestock production to provide meat and poultry products for local markets. Consultations on small livestock production will be arranged with farmers in the area as an effective demonstration is created.

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FOUR YEAR PLAN
PROGRAMME BUDGETS

Programme 2 Plate 5C
EXTENDED FARMING SCHEME

categories	years	current FY budget	Future Estimated Costs		
			FY II	FY III	FY IV
I Capital Costs	Bore Hole	₦ 15,000			
	Irrigation System	10,000			
	55 HP Tractor & Attachmt.	10,000			
	Tank & Troughs	600			
	Livestock	1,070	₦ 1,200	₦ 100	
	Livestock Facilities	2,130			
Subtotal - capital		38,800	1,200	100	
II Pay and Allowance	1½ Auxiliary Salary	7,200	7,200		
	Farm Manager	1,000	1,000		
	Veterinary Service	1,000	1,000		
	20 Apprentices (Prog. 10)				
Subtotal - pay		9,200	9,200		
III Current Expenses	Tractor Maintenance	500	500	500	
	Diesel Fuel	2,000	2,000	2,000	
	Seed	500		700	
	Animal Feed	3,200			
	Fertilizer	2,000	2,000		
	Pesticides	1,000	1,000	1,000	
Subtotal - current		9,200	5,500	4,200	
Total Programme Costs		₦ 57,200	₦ 15,900	₦ 4,300	

ECONOMIC DEVELOPMENT: Actuating Programme 3

MANUFACTURING INDUSTRIES COMPLEX

The capacity to produce one's own products is what makes any local group of people able to be in control of their own economy and noticeably increase their combined income. Beginning new locally owned industries is one of the aims of the Manufacturing Industries Complex. There are many trades presently represented in Ijede, and the Manufacturing Industries Complex programmes will also provide assistance in shifting from the present individual production with limited market to more corporate manufacturing, to satisfy not only local needs but also to produce saleable commodities for outside buyers. Ijede is representative of rural areas in Nigeria in that many consumer goods must be imported. Breaking this cycle by becoming more economically self-reliant is what will rebuild the pride of Ijede's craftsmen, as they realize their handcraft will be used and enjoyed by so many beyond the town. It will also set an example of what other communities can accomplish.

The Manufacturing Industries Complex has four component parts. First, the Clothing Production Programme will organize existing tailors in Ijede to help form a commercially viable industry producing ready-to-wear clothing as well as custom made articles. Secondly, the Food Processing Programme will process farm products in preparation for sale to outside markets. It will also include an attractive packaging process for more effective marketing. Third, the Boat Building Programme will produce a variety of boats with local timber as well as fibreglass and aluminum. Fishing boats, pleasure craft, and carrying boats, barges and ferries will be part of the production in this industry. Fourth, the Local Crafts Programme will provide income opportunities for town residents in the production of domestically usable articles. Such products as floor mats, clay pottery and baskets will be made for Nigerian and international markets with a distinct Ijede style.

To begin the Clothing Production Programme, the auxiliary staff, clothing design consultants and Ijede tailors will meet in the Project's first month to decide original designs and styles of ready-to-wear clothing. Industrial sewing machines and tools will be procured and set up in a central facility within Ijede. The Food Processing Industry will begin when the first cash crops have been harvested and special storage sheds and mills have been constructed. Boat designing consultants will help Ijede boat builders establish a small boat building industry with a factory, wood, fibreglass and aluminum materials and a planned designed assembly. Ijede craftsmen in mat, basket and clay pottery production in their homes will form an association under the marketing and advertising standards of the Ijede Trading Cooperative. Samples of these local crafts will be sent to national and international markets and stamped with a special Ijede logo.

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FOUR YEAR PLAN
PROGRAMME BUDGETS

Programme 3

Plate 5D

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MANUFACTURING INDUSTRIES
COMPLEX

categories	years	current FY budget	Future Estimated Costs		
			FY II	FY III	FY IV
I Capital Costs	Industrial Facilities	N 7,500	N 7,500		
	Food Processing Equip.		7,000		
	Boat Mould	1,000			
	Fibreglass	20,000			
	Tools	1,000			
	10 Indust'l. Sewing Mach.	20,000			
	1 Embroidery Machine	2,500			
	1 Clothing Press	500			
	Cutting Mach & Tables	1,000			
Subtotal - capital		53,500	14,500		
II Pay and Allowances	2 Auxiliary Salaries	9,600	9,600		
	4 Community Managers	4,800	4,800	N 4,800	N 4,800
	12 Apprentices (Prog.10)	5,800	5,800	5,800	5,800
	1 Maintenance Man	1,000	1,000		
	1 Food Processing Consultant	2,000	600		
Subtotal - pay		23,200	21,800	10,600	10,600
III Current Expenses	Sample purchasing & Shipping	300	300	400	400
	Maintenance	1,000	1,000	1,000	
	Fuel	3,700	3,700	3,700	
	Fibreglass Resin	600	600	600	
Subtotal - current		5,600	5,600	5,700	400
Total Programme Costs		N 82,300	N 41,900	N 16,300	N 11,000

ECONOMIC DEVELOPMENT: Actuating Programme 4

CONSTRUCTION MATERIALS CORPORATION

During recent years, Nigeria has become one of the oil producing nations of the world. A tremendous influx of capital flow has enabled a very rapid and astounding programme of physical construction throughout this nation of 80 million people. This building boom has distinct economic advantages for the town of Ijede. The Construction Materials Corporation is designed to expand and develop the natural building material resources of the town. The eight mile journey across the lagoon to rapidly developing Lagos opens up a ready market for the lagoon sand, bricks from the deep red clay soil and timber from the many forests of the Ijede kingdom. The willingness of the Ijede citizens to grasp such potent possibility for developing large-scale industry springs from their deep desire to make Ijede economically self-sufficient.

The Construction Materials Corporation has four components, which will operate as divisions of the Ijede Trading Cooperative. First, the Wood Products Programme will include timber cutting, a sawmill and a wood treatment plant to prepare local timber for use in building and in furniture making. It will also include building accessories such as window, door and house framing, and roof materials. Second, the Sand Production Programme will expand the business of dredging sand from the lagoon bottom through the use of motorized boats equipped with mechanized dredging equipment. Third, the Cement Block Programme will produce cement blocks in a variety of designs and colours for local construction. Fourth, the Brick Making Programme will renew the local art of making and firing clay bricks for building construction.

Two large timber cutting saws and two plane machines will be secured to initiate the Wood Products Industry. A building will be constructed to house the saws. A land survey will be made to determine the amount of appropriate timber in the area. A reforestation plan will be developed to conserve the soil and build future forests. New boats with a more stable design will be constructed for the dredging and transporting of sand. Off-loading machinery will also be secured to shorten time in unloading the sand. Sand will be used in the cement block-making industry. Two electric block-making machines will be obtained. The blocks will be sun-dried and transported through the Ijede Trading Cooperative transport. A large kiln will be constructed for manufacturing clay bricks from the suitable soil areas in Ijede. Molds for interlocking bricks will be experimented with for low-cost construction without cement.

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FOUR YEAR PLAN
PROGRAMME BUDGETSProgramme 4 Plate 5E
CONSTRUCTION MATERIALS
CORPORATION

ICA Consultants

categories	years	current FY budget	Future Estimated Costs		
			FY II	FY III	FY IV
I Capital Costs	1 Diesel Truck	N 10,000			
	Sawmill Building	15,000			
	Electrical Saws	3,000	N 1,000		
	Carpentry Equipment	1,900	300		
	Diesel Sand-unload.Scoop	2,000			
	Block-making Equipment	8,500			
	Water System/Generator	15,000			
	Brick-making Equipment	10,000			
	1 Kiln & Curing Building	10,000			
	Subtotal - capital	75,400	1,300		
II Pay and Allowance	2 Auxiliary Salaries	9,600	9,600		
	3 Factory Foremen	3,600	3,600	N 3,600	N 3,600
	4 Craftsmen	7,200	7,200	7,200	7,200
	20 Apprentices (Prog. 10)				
	1 Driver	1,000	1,000	1,000	1,000
	1 Maintenance Man	1,000	1,000	1,000	
	Consultant (3 months)	5,000			
		Subtotal - pay	27,400	22,400	12,800
III Current Expenses	Fuel	4,000	2,300	2,300	2,300
	Machine Maintenance	1,000	1,000	1,000	
		Subtotal - current	5,000	3,300	3,300
Total Programme Costs		N107,800	N 27,000	N 16,100	N 14,100

ECONOMIC DEVELOPMENT: Actuating Programme 5

IJEDE TRADING COOPERATIVE

Effective purchasing and marketing by a rural community requires a corporate structure. The Ijede Trading Cooperative will enhance the spirit of cooperativeness among the people of Ijede by bringing a new vitality to the local economy. This programme is designed to create a vigorous commercial and industrial climate. The many small provision shops, typical of the trading history of the Yoruba people, and the family approach to business focuses the attention of the town's overall economy on more immediate self-sustenance. Broadening the base of the economy for everyone through management of local businesses and industries on a larger corporate scale that will lower prices of essential commodities and bring about more avenues of employment opportunities to the town has captured the imagination of the Ijede citizens. It is clear that they intend to recreate the image of Ijede as an attractive business centre for the north side of the Lagos Lagoon.

The Ijede Trading Cooperative consists of four components. First, the Bulk Purchasing Programme will provide shopkeepers with a vehicle for large-scale buying of saleable goods to be sold at lower prices. This programme will produce larger profit margins. Second, the Products Marketing Programme will be the exporting arm for all Ijede industries. It will identify markets for Ijede products and secure contracts. High quality standards will be reflected by the Ijede logo for product excellency. Third, the Retail Association Programme will consolidate and expand the retail marketplace. This programme will also set up a locally controlled board of managers to facilitate the organization of the marketplace, establish guidelines for pricing and assess members for rental and operating costs. Fourth, the Commercial Shipping Programme will provide low-cost freight transportation for Ijede industries. It will also develop transportation to supply shipping services to and from Lagos State markets which connect with world markets.

The first step in establishing the Ijede Trading Cooperative will be a meeting of all major traders, shopkeepers and concerned residents in Ijede to corporately decide the form and by-laws of the cooperative. To quickly demonstrate the power of cooperative buying, a bulk purchase of a major item such as flour, sugar, cloth or provisions will be made immediately. To build markets for Ijede products, a logo bearing the "Made in Ijede" mark will appear on locally made products of quality. Samples of African and Western clothing will be made by the Ijede tailors so that contracts can be secured. Space will be obtained and buildings constructed for the new Ijede marketplace. A Retailers Association will promote the new market. A festival will initiate the Grand Opening of the Market Plaza. To assist trade development, low-cost land or water freight transportation will be established through local Lagos contacts.

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FOUR YEAR PLAN
PROGRAMME BUDGETS

Programme 5

Plate 5F

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IJEDE TRADING COOPERATIVE

categories	years	current FY budget	Future Estimated Costs		
			FY II	FY III	FY IV
I Capital Costs	1 6-Ton Truck	N 10,000			
	Warehouse & Office Bldg.	15,000			
	Office Equipment	1,700			
	Office Furniture	1,000			
	1 Pick-up Truck	6,000			
	1 Van		N 7,000		
	Ferry Boat	25,000			
	Start-up Capital	5,000			
Subtotal - capital		63,700	7,000		
II Pay and Allowance	Auxiliary Salary	4,800	4,800		
	Accountant	1,300	1,300		
	Manager Trainee	1,000	1,000		
	Receptionist/Typist	800	800		
	Drivers	2,000	3,000	N 1,000	
	Mechanic	1,000	1,000		
	Ferry Boat Captain	1,200	1,200		
	Subtotal - pay		12,100	13,100	1,000
III Current Expenses	Registration Costs	100			
	Printing/Advr't. Mat'ls.	500	500	300	
	Bookkeeping Materials	100			
	Fuel	5,000	5,000	5,000	
	Vehicle Maintenance	2,000	2,000		
	Building Maintenance	1,000	1,000		
	Sample purchasing/shipp'g	500	1,000	1,000	
	Travel	3,000	3,000	3,000	
Subtotal - current		12,200	12,500	9,300	
Total Programme Costs		N 88,000	N 32,600	N 10,300	

ECONOMIC DEVELOPMENT: Actuating Programme 6

GUEST SERVICES FACILITIES

Growing tourist enterprises utilise the natural environment of their community to accelerate local trade. Ijede was built over 250 years ago on the shores of the Lagos Lagoon which stretches out to Lagos Island and the sea. The natural sandy bottom of the lagoon and the cooling evening breezes have helped to bestow Ijede with a restful resort atmosphere. The Guest Services Facilities is intended to create an attractive recreation area for visiting guests and vacationers. This will bring in a more steady flow of capital to Ijede that will enliven the commercial climate of the town and help identify Ijede as "the place" near Lagos to visit. The great welcoming given by the townspeople to any visitor has always been an identifying mark of the community. The Ijede people have obviously decided to build their community into a sign, demonstrating local self-sufficiency to all the thousands of villages and compounds throughout Nigeria.

The Guest Services Facilities consists of four components. First, the House Hotel Programme will provide attractive beach housing for tourists and visitors. Investors will be enticed to help develop the new venture by constructing year-round guest houses on the beautiful lagoon. Second, the Conference Centre Programme will service businessmen and organizations with modern meeting facilities. Easy and quick access to Lagos by water or land will encourage rapid development and the Centre will be located only forty-five minutes from the Lagos airport. This programme will also provide audio-visual equipment, food service and secretarial services. Third, the Tourism Office Programme will promote the benefits of visiting Ijede for personal or business purposes. It will also create brochures, slide show presentations and a booking office. Fourth, the Waterside Parks Programme will develop the beach area surrounding the house hotels and conference centre complex. The park will provide water recreation and park amenities.

The Guest Services Facilities will begin by securing the services of a local architect to prepare a comprehensive town plan, including tourist attraction sites. To initiate this industry the sons of Ijede located in Lagos and other cities will be contacted by the auxiliary for a series of weekly meetings to take part in planning and financing the beach-house hotel development. Lagos businesses, hotels and restaurant associations will also be contacted to determine the demand for conference centre space. Investment capital research will be done by selected townsmen and the auxiliary through appointments with Lagos banks. To promote the beach park facilities and conference complex, professional quality brochures will be created to sell prospective clients on the benefits of investing in this new Ijede industry and to advertise the new tourist attractions to Lagos and other Nigerian cities. A tourism office will be set up in Lagos and Ijede.

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FOUR YEAR PLAN
PROGRAMME BUDGETS

Programme 6

Plate 5G

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GUEST SERVICES FACILITIES

categories	years	current FY budget	Future Estimated Costs		
			FY II	FY III	FY IV
I Capital Costs					
Subtotal - capital					
II Pay and Allowance	Auxiliary salary	N 4,800	N 4,800		
Subtotal - pay		4,800	4,800		
III Current Expenses	Brochures	500	500		
	Advertising / P.R.	3,500	3,500		
	Travel	2,000	2,000		
Subtotal - current		6,000	6,000		
Total Programme Costs		N 10,800	N 10,800		

ECONOMIC DEVELOPMENT: Actuating Programme 7

CAPITAL DEVELOPMENT AGENCY

Capital development is a structure crucial to the expansion and strengthening of the financial base for the entire commercial and industrial ventures of any community. To provide consistent capital inflow for developing new industries and business growth, or more personally to have a close source of capital for needed individual concerns requires a well-proven, methodical management of fiscal services. The past history of Ijede has shown a strong individualised approach to handling of their basic financial needs. The Capital Development Agency will provide broader economic assistance needed by residents and businessmen alike in cash, equipment and advisory consultation. Learning how to use more available credit sources will allow the Ijede community to rapidly develop its base of capital and demonstrate the viability of a more rural economic development for any similar community in Nigeria and throughout the world.

The Capital Development Agency consists of four components. First, the Investment Stock Programme will provide capital for Ijede economic development. The Ijede Mutual Fund will sell shares of stock to investors and provide interest-bearing loans to new Ijede industries. Second, the Community Bank Programme will encourage local citizens to invest their financial resources in a national bank account to generate more easily obtainable loans for home improvement and other personal needs. This programme will also assist in personal and business financial planning. Third, the Equipment Leasing Programme will provide businesses with equipment for lease or rent. Various types of commonly used equipment too expensive for a single user will be purchased by the Ijede Trading Cooperative to supply light production equipment for industrial expansion. Fourth, the Public Relations Programme will promote Ijede development. It will use brochures, publicity and advertising for this purpose, and channel outside inquiry into economic development of Ijede.

To generate sufficient investment capital for the new manufacturing and service industries, a Capital Development Agency will be formed by the auxiliary staff, local and global guardians and patrons to invest in Ijede economic development. A Nigerian lawyer will set up the legal requirements of the Development Agency. To demonstrate the backing of this idea, letters of credit to invest in this enterprise will be secured in Africa, Europe and the U.S.A. The Community Bank has been launched during the Consult with local citizens so that accurate bookkeeping records, investment loan rules and other matters of deposit, withdrawal and use can be agreed upon. Government and private businesses will be contacted by the Ijede Trading Cooperative to obtain commonly used light equipment for rent or lease to Ijede industrial users. An equipment storage depot will be built in Ijede. Brochures and other visual communications selling Ijede industrial development will be created.

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FOUR YEAR PLAN
PROGRAMME BUDGETS

Programme 7 Plate 5H

CAPITAL DEVELOPMENT AGENCY

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years	current FY budget	Future Estimated Costs			
		FY II	FY III	FY IV	
categories					
I Capital Costs	Office Equipment	N 4,000			
	Office Furniture	4,000			
	Car	3,000			
Subtotal - capital		11,000			
II Pay and Allowances	1 Auxiliary	4,800	N 4,800		
	1 Accountant	1,200	1,200		
	1 Manager Trainee	1,200	1,200		
Subtotal - pay		7,200	7,200		
III Current Expenses	Development Brochures	300	300		
	Stationery & Postage	500	500		
	Travel	5,000	5,000	N 4,000	
	Incorporation Costs	8,000	200	200	N 200
	Bookkeeping System	500			
	Office Space	600	600	600	
	Legal Fees	5,000	8,000		
	Communications	2,000	2,000	1,200	
Subtotal - current		21,900	16,600	6,000	200
Total Programme Costs		N 40,100	N 23,800	N 6,000	N 200

PHYSICAL DEVELOPMENT: Actuating Programme 8

IJEDE RECONSTRUCTION PROJECT

Around the world urban centres are being renewed through building rehabilitation and modern construction. The Ijede Reconstruction Project will modernize the town's residential buildings and businesses in order to create an environment which reflects the new corporate spirit of the people. In a community where individual renovation initiatives are present but are often halted by high costs, the project will focus on low-cost, cooperative labour and procurement of materials. Such a venture will engender a new sense of hope in the community both for those still residing in Ijede and those who have been forced to seek a livelihood elsewhere. The vast bush areas surrounding the town and the intricately designed living areas inside the town require a concerted cooperative effort of building and restoring. The forces to do the work are present. Such improvement will foster a spirit of community care.

The Ijede Reconstruction Project consists of four components. First, the Housing Renovation Programme will physically reconstruct the homes of Ijede. New housing will be constructed, abandoned housing replaced or removed and unfinished housing completed, all within the framework of the comprehensive Town Plan. Second, the Market Plaza Programme will provide a new expanded marketplace for local Ijede shopping. The new plaza facility will be the centre for trading in wide assortments of locally produced and imported products. Third, the Industrial Park Programme will provide improved land to encourage industry to locate in the town. It will also provide water, electricity and public warehousing for the industrial user with the essentials for production set-up. Fourth, the Public Spaces Programme will enhance the natural beauty of the entire town. Marked streets, painted houses, gardens, green areas, paved and guttered paths will be the key elements of this programme.

The Ijede Reconstruction Project will be implemented immediately following the Consult by taking a survey of all developed property in the town and its condition. The Oba's town plan will be secured. All of this data will be turned over to an architect whose services will be contracted for drawings and models of the new Ijede Town Plan. The retail shopkeepers will meet to decide on the proposed Market Plaza and its location in a more central place in the town. Public and private fund raising for the Plaza's development will be started by a community fund raising event within the first three months. Prospective industries coming into Ijede will be researched and contracted by the Trading Cooperative. Neighbourhood clean-up work days will begin immediately with the Work Corps and community people painting houses, paving pathways, removing collapsed houses and naming streets. Oba's Palace will be designed and constructed in accordance with the Ijede Town Plan.

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FOUR YEAR PLAN
PROGRAMME BUDGETS

Programme 8

Plate 5I

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IJEDE RECONSTRUCTION PROJECT

years	categories	current FY budget	Future Estimated Costs		
			FY II	FY III	FY IV
I	Street Signs	N 1,000			
	Asphalt Compacter	4,000			
	15 Market Stalls	7,500			
	Benches	2,000			
	Trees & Shrubs	1,000			
	Market Sign	500			
	Civic Centre		N 30,000		
	Backhoe w/Front Loader	18,000			
Subtotal - capital		34,000	30,000		
II	½ Auxiliary Salary	2,400	2,400		
	Landscape Architect	1,000			
	(1 month)				
Subtotal - pay		3,400	2,400		
III	Asphalt	5,000	2,000	N 1,000	
	Paint for Public Bldgs.	2,000	2,000	2,000	
	Cement	2,000	4,000	4,000	
	Tools	800	800		
	Border Stones	200	200		
Subtotal - current		10,000	9,000	7,000	
Total Programme Costs		N 47,400	N 41,400	N 7,000	

PHYSICAL DEVELOPMENT: Actuating Programme 9

IJEDE AMENITIES PROJECT

The Ijede Amenities Project is intended to link Ijede to the basic modern services vital for any community's life in the 20th Century. During the Consult, the townspeople expressed their long-held desire for electricity, direct water supply and more rapid transportation to points outside the town. Living close to Lagos and towns like Ikorodu, where these services are provided, has made Ijede anxious to keep pace with the changing times. Their enthusiasm about the possibility of such modernization manifests a willingness to take responsibility for constructing these essential needs. Because so much of the town's development depends on these basic services, it is clear that the Ijede Amenities Project will play a major role in the economic and social renewal of Ijede. The people want to prove to the world that this community will become a totally self-reliant one.

The Ijede Amenities Project has four components. First, the Domestic Water Programme will develop a water source with deep drilling pumps, water storage, treatment facilities and a piped water distribution system for domestic consumption. Second, the Town Electrification Programme will initiate an electrification scheme to provide lighting for businesses, homes, streets and public areas. This programme will also adapt and expand the scheme to use government electrical services when outside electric power is installed. Third, the Road Improvement Programme will repair and reconstruct local roads in order to make all areas accessible by motor vehicles. Fourth, the Public Transportation Programme will develop and promote land and water transportation for the general population, connecting the town with nearby major cities and towns and transportation routes. It will provide transportation to nearby secondary schools for all students.

An arrangement will be made with a drilling company in Lagos State to drill the first bore hole for domestic water and install a pump. Community work forces will assist in erecting elevated water storage tanks and in laying pipe. Central concrete community water taps with laundry and bathing facilities will be constructed by the Work Corps and they will install pipes which will be connected to the town water tanks. A large industrial-type generator will be obtained and installed for supplying total electricity to the town. Poles, heavy cables, wiring and fittings will be procured. Three electricians and six apprentices will set up power poles and heavy cable for street lighting and then systematically wire houses according to the town plan. A ferry to transport townspeople to and from Lagos will be obtained. A dock will be built and two pilots will be trained. Two minibuses will be procured to start Ijede's bus service.

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FOUR YEAR PLAN
PROGRAMME BUDGETS

Programme 9

Plate 5J

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IJEDE AMENITIES PROJECT

years	current FY budget	Future Estimated Costs			
		FY 11	FY 111	FY IV	
categories					
I Capital Costs	Water Pipe	N 800			
	Industrial Generator	20,000			
	Electric Light Poles	4,000			
	Wiring	2,000			
	1 Van	7,500			
	Water Tower & Taps	2,000			
	Water Pump	500			
	Subtotal - capital	36,800			
II Pay and Allowance	3 Electricians	800			
	6 Assistants	800			
	3 Plumbers	800			
	½ Auxiliary Salary	2,400	N 2,400		
	1 Driver	2,000	2,000		
	Subtotal - pay	6,800	4,400		
III Current Expenses	Asphalt	2,000			
	Tools & Elect'l Equipmnt	500			
	Water treatment	200			
	Gravel	1,000			
	Fuel	3,000			
	Equipment Rental	3,000			
	Subtotal - current	9,700			
Total Programme Costs		N 53,300	N 4,400		

SOCIAL DEVELOPMENT: Actuating Programme 10

IJEDE WORK CORPS

The creation of an attractive environment for the day-to-day life of any settlement is an important element in the building of the community. The task of totally restructuring and developing the social, physical and economic environment of Ijede demands the engagement of great numbers of people. The Ijede Work Corps will organize various groups of local citizens to completely transform the common space of the town and to construct all the essential public and private facilities. Young people, especially, need opportunities to work in their local community as a viable alternative to moving to Lagos to find jobs. Sons of Ijede, living outside the town, need an attractive option to help them decide to return and rebuild their homeland. Only such a coordinated effort to work together will allow a new corporate spirit among the people for the future. Indeed, this programme is designed around the people's need to succeed and regain a new sense of community pride.

The Ijede Work Corps will engage a group of Ijede citizens as a work force serving the community through four components. First, the Physical Maintenance Programme will employ work forces to provide maintenance for local services and amenities such as electricity, roads, water supply, drainage and waste disposal. Second, the Youth Apprentice Programme will provide in-service training in trades and specialized skills, providing income and job experience. Third, the Public Works Programme will utilize large numbers of both paid and volunteer work forces to engage in special community improvement projects. Fourth, the Employment Bureau Programme will be a structure through which local people can obtain employment. It will research and locate job openings and arrange job placement for local residents. The programme will have an advisory service for meeting job requirements and further training options which will increase income earning power.

The Ijede Work Corps will begin immediately with the construction of water tanks, concreted water taps, laundry and bathing facilities and public latrines. They will also build a common incinerator and garbage pits. Garbage containers will be placed throughout the community and a regular schedule of pickup will be done by the Physical Maintenance Corps. Before the rainy season is well under way, critical drainage ditches will be dug, using the assistance of heavy equipment from construction companies. The ditches will be concreted or bricked as needed and retaining walls built using cement blocks to prevent further erosion. A survey for available jobs and needed skills will be made and companies will be contacted relative to employment possibilities and opportunities. Apprenticeship positions will be located and opportunities to learn trade skills will be created in involving youth in a work-study programme which would engage in community improvement.

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FOUR YEAR PLAN
PROGRAMME BUDGETS

Programme 10 Plate 5K

IJEDE WORK CORPS

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categories	years	current FY budget	Future Estimated Costs		
			FY II	FY III	FY IV
I Capital Costs	Water Tanks (Prog. 9)				
	Water Taps (Prog. 9)				
	Laundry/Bath Facilities	₦ 3,500			
	Construct Latrines	3,000			
	Common Incinerator	1,000			
	Garbage Containers	200			
Subtotal - capital		7,700			
II Pay and allowance	1 Auxiliary Salary	4,800	₦ 4,800		
	20 Farm Apprentices	9,600	9,600		
	4 Mfg. Apprentices	2,000	2,000		
	20 Constrctn Apprentices	9,600	9,600		
	10 Phys. Maint. Workers	4,800	4,800	4,800	4,800
	10 Public Works Workers	4,800	4,800	4,800	4,800
	1 Manager	1,200	1,200	1,200	1,200
	6 Fishing Apprentices	2,900	2,900		
Subtotal - pay		39,700	39,700	10,800	10,800
III Current Expenses	Latrine Provisions	300	300		
	Fuel	500	500		
	Tools	1,000	500		
	Equipment Rental	3,000	3,000	3,000	3,000
	Paint	2,000	2,000		
Subtotal - current		6,800	6,300	3,000	3,000
Total Programme Costs		₦ 54,200	₦ 46,000	₦ 13,800	₦ 13,800

SOCIAL DEVELOPMENT: Actuating Programme 11

TOTAL HEALTH SYSTEM

Communities who face the future with a sense of confidence and self-respect handle the physical vitality of their citizens decisively. The Total Health System is a programme designed to upgrade the existing health services as well as ensure that every citizen of Ijede gains the right to a well-balanced daily meal. Rural areas like Ijede often fall outside the line of accessibility to adequate medical facilities. However, this community will pave the way for others to become aware that they have the capacity to train their own people in essential medical services. No one ever needs to succumb to a serious disease when trained people can be at hand to diagnose and treat such diseases. The effect of this programme is to ensure the understanding that good health and socio-economic growth go hand in hand.

The Total Health System will undergird the physical vitality of all the people of Ijede through four components. First, the Town Hospital Programme will establish local hospital and clinic facilities staffed with registered doctors and nurses. It will include a full-time dispensary and be equipped with an ambulance and emergency treatment centre. Second, the Preventive Health Programme will provide a regular vaccination service and first aid instruction, and will conduct community surveys and campaigns to promote sound health practices in an effort to eliminate disease sources throughout the entire Ijede community. Third, the Community Kitchen Programme will provide nutritious meals for children in the Ijede Children's Institute as well as participants in other community programmes. It will provide a setting for teaching basic nutrition and for demonstrating healthy food preparation and kitchen sanitation methods. Fourth, the Sanitation Improvements Programme will construct drainage systems for human and animal waste. It will build conveniently located public latrines, baths and water taps.

A doctor, nurse and midwife will be hired and equipment and medicines will be obtained for a clinic. While the hospital is being constructed, a paramedic core will be organized. It will work with local traditional doctors and herbalists to conduct training seminars, initiate a campaign for total vaccination, conduct a health survey and set up community health records. Campaigns will be held on a regular basis, working to eradicate disease sources. An ambulance, fully equipped, will be procured and personnel hired to deal with serious injuries and medical emergencies. Garbage containers will be distributed. The community kitchen will be set up and equipped to serve the community, especially children. Women from Ijede will be recruited and trained in quantity cooking and nutrition. A nutritionist will be hired to supervise the kitchen and teach community nutrition.

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FOUR YEAR PLAN
PROGRAMME BUDGETS

Programme 11 Plate 5L

LCA Categories

TOTAL HEALTH SYSTEM

categories	years	current FY budget	Future Estimated Costs		
			FY II	FY III	FY IV
I Capital Costs	Facility Renovation	N 5,000			
	Medical Lab. Equipment	15,000			
	Hospital Furnishings	4,000			
	1 Ambulance Van	10,000			
	Office Furniture	1,900			
	Kitchen Equipment	6,000			
	Initiating Food Capital	1,000			
	Dining Furniture	3,000			
Subtotal - capital		45,900			
II Pay and allowance	1 Auxiliary Salary	4,800	N 4,800		
	1 Refuse Truck Driver	1,000	1,000	N 1,000	N 1,000
	1 Ambulance Driver	1,000	1,000	1,000	1,000
	4 Paramedic Trainees	3,900	3,900	3,900	3,900
	5 Cooks	2,400	2,400	2,400	2,400
	1 Doctor	3,600	3,600	3,600	3,600
Subtotal - pay		16,700	16,700	11,900	11,900
III Current Expenses	Medical Lab Supplies	5,000	5,000	5,000	5,000
	Medicine and Vaccines	15,000	15,000	15,000	15,000
	Office Equipment	3,000	1,000	1,000	1,000
	Fuel	1,000	1,000	1,000	1,000
Subtotal - current		24,000	22,000	22,000	22,000
Total Programme Costs		N 86,600	N 38,700	N 33,900	N 33,900

SOCIAL DEVELOPMENT: Actuating Programme 12

CIVIC STRUCTURES NETWORK

Ijede has long identified itself as a place of dramatic and powerful Yoruba dances and songs. The deep rhythm of West Africa never fails to excite the populace or any visitor to scheduled celebrations. The Civic Structures Network will provide the substantial infrastructure that will build on this sense of community identity. This programme will enable the building of structures that give the people places to congregate, to celebrate and to make major community decisions together. Allowing the local people to grasp themselves anew in intentional relationships to other communities and cultures through such things as planned trips or films is also planned into this programme. The major key to releasing the depth motivity of the town is the building of a variety of activities that relate to the fabric of community life, thereby directly releasing a corporate energy affecting all other programmes of the project.

The Civic Structures Network consists of four components. First, the Cultural Centre Programme will provide facilities which will house a large community meeting space. This programme will also schedule cultural events and celebrations for the entire community. Second, the Communications Office Programme will establish a postal agency, a public library and a community newspaper and information service. Third, the Town Hall Programme will build a facility to serve as an administrative centre for civic purchases, town planning and other community concerns. It will also construct the various offices to house these administrative activities. Fourth, the Recreational Facilities Programme will create parks, organize and coordinate sports competitions and set up an entertainment centre for social gatherings including cinema equipment, music, drama and dance facilities. This programme will also supply small games equipment and appropriate space for these activities.

Space will be allocated for the Cultural Centre and the Ijede Work Corps will construct the building. An architect, contractor and trademen will be hired. Building materials and furnishings will be obtained. Selected Ijede citizens will create a schedule of cultural events and celebrations for the Centre. Public library books will be obtained and a local resident trained as a librarian. A postal agency will be set up immediately and a vehicle obtained to pick up and deliver mail. Office equipment will be purchased in the first month in order to set up the administrative offices for the Town Hall. People will be recruited and placed in training programmes for staffing the administrative offices. A bookkeeper will be obtained to assist a purchasing officer. The recreational programme will commence immediately using available grounds and procured equipment.

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FOUR YEAR PLAN
PROGRAMME BUDGETS

Programme 12 Plate 5M

CIVIC STRUCTURES NETWORK

categories	years	current FY budget	Future Estimated Costs		
			FY II	FY III	FY IV
I Capital Costs	Cultural Centre Constr.	N 30,000			
	Postal Agency Office	1,000			
	Office Equipment	1,000			
	Office Furniture	1,000			
	Town Hall Renovation	2,000			
	Sports Equipment	1,000			
	Cinema Projector/Screen	500			
	Playing Field	300			
Subtotal - capital		36,800			
II Pay and allowance	Bookkeeper & Postal Ag't	1,200	N 1,200	N 1,200	N 1,200
	½ Auxiliary Salary	2,400	2,400		
	Architect's Fee	2,500			
Subtotal - pay		6,100	3,600	1,200	1,200
III Current Expenses	Fuel	500	500	500	500
	Film Rental	300	300	300	300
	Stationery and Stamps	400	400		
	Cult'l Centre Provisions	500	500		
	Library Books	1,000	1,000	1,000	1,000
	Travel	3,000	3,000	3,000	3,000
Subtotal - current		5,700	5,700	4,800	4,800
Total Programme Costs		N 48,600	N 9,300	N 6,000	N 6,000

SOCIAL DEVELOPMENT: Actuating Programme 13

IJEDE CHILDREN'S INSTITUTE

Most of the world's children pass through the early formative years of their lives with no intentional learning experiences. The Ijede Children's Institute will be established as a serious undertaking to ensure that the children of Ijede have the basic means of responsible participation in the future. Based on the definite understanding that the first four years of a human's life are the most critical and greatest learning years, the Institute will set up a pre-schooling structure that will ensure that the foundations of an education are provided for all children from infancy to school age. An imaginal curriculum will be used that will allow a child to determine his own unique response to life. Training will also take place for young local teachers. This has the added advantage of allowing parents and youth to learn new educational methods, and will give mothers more time for direct service to the community. The Children's Institute will create a brighter future for Ijede and is foundational to social development.

The Ijede Children's Institute consists of four components. First, the School Facilities Programme will construct or renovate sufficient buildings for classrooms for the various young children's schools. It will also construct proper play areas surrounding these schools. Second, the Children's Nursery Programme will erect an appropriate learning environment for those children between the ages of two to four. This programme will also supply the necessary teaching materials and a well planned daily curriculum. Third, the Primary Preparatory Programme will educate youngsters between the ages of four to six in a regular learning structure. This will allow children to be better prepared to enter the local primary schools. Fourth, the Teacher Training Programme will develop local Ijede citizens as well-trained children's teachers in the use of imaginal education methods. It will also utilise and train local people to assist in these educational structures as aides within the classroom.

The training of ten townspeople to run the whole education of children aged two to six has already been initiated in the first week of the Project by one of the auxiliary staff members. A census of the entire population will be carried out by the Work Corps and all children two to six years of age will be recruited to attend the Institute every day. School facilities will be located in Ijede. Play areas will be designed and built. Educational materials such as small tables, chairs, blackboards, bulletin boards, writing and drawing implements and storage cabinets will be obtained. Imaginal curricula will be created and a manual printed within the first three months of the Children's Institute. Ten women from Ijede will be utilised as teacher's aides as soon as the Institute begins in order to assist the teachers in the classroom and help monitor all materials and child needs.

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FOUR YEAR PLAN
PROGRAMME BUDGETS

Programme 13 Plate 5N

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IJEDE CHILDREN'S INSTITUTE

categories	years	current FY budget	Future Estimated Costs		
			FY II	FY III	FY IV
I Capital Costs	Play Equipment	₦ 4,000			
	School Facilities	13,000			
	Training Equipment	3,000			
	Ditto Machine	200			
	Cyclostyling Machine	500			
	2 Typewriters	800			
Subtotal - capital		21,500			
II Pay and Allowances	1 Auxiliary Salary	4,800	₦ 4,800		
	1 Director	1,200	1,200	₦ 1,230	₦ 1,250
	3 Teacher's Aides	2,700	2,700	2,730	2,760
	7 Apprenticeships	4,200	4,200		
Subtotal - pay		12,900	12,900	3,960	4,010
III Current Expenses	Tables and Chairs	3,300			
	Equipment and Supplies	400			
	Storage Cabinet	1,200			
	Equipment Maintenance	400			
	Lunch Programme	18,200	18,200	18,200	18,200
	Travel	500	500		
Subtotal - current		24,000	18,700	18,200	18,200
Subtotal - current					
Total Programme Costs		₦ 58,400	₦ 31,600	₦ 22,160	₦ 22,210

SOCIAL DEVELOPMENT: Actuating Programme 14

FORMAL SCHOOLING UNIT

The Formal Schooling Unit is based on the understanding that when people have the opportunity of an education, the possibilities of living a varied and fuller life are opened to them as well. The youngsters of the town presently have only the option of continuing their education away from the community. Hence, their strong ties to Ijede and to their families become weakened, while those youth who remain lose the option of furthering their education. It is clear that a secondary school is of critical importance to the social well-being of Ijede. The Formal Schooling Unit will provide such a structure for both younger and older citizens along with supplementary learning opportunities. The possibilities of opening new horizons through formal education give any community the means for significant engagement in the future decisions of the world.

The Formal Schooling Unit consists of four components. First, the Supplementary Tutoring Programme will establish a systematic approach to aiding primary school students who need special help in their studies. Second, the Secondary School Programme will erect a proper educational building for Ijede's first grammar school. It will follow the Ministry of Education's standards and maintain a fully accredited teaching staff. Third, the Extra Curricular Programme will set up a series of special events for primary and grammar school students during the after-school hours. This programme will help to broaden the student's physical and cultural development through involvement in guided sports, recreational activities and cultural trips. Fourth, the Academic Extension Programme will give special tutoring to those adults and youth who have had some formal schooling in the past and who wish to continue their education.

During the first month of the Project, the auxiliary staff will arrange with the headmaster for special tutoring of primary school students needing upgraded academic help. Space in the school will be arranged for these classes. Books, writing implements and supplies will be procured. Land for the new grammar school will be located and arranged for through the Oba and townspeople. A six classroom building will be constructed by the Ijede Work Corps. Building materials will be obtained as well as desks, chairs and all necessary educational equipment. Permission will be requested from the primary school headmaster for the use of the classrooms for adult Academic Extension classes. A supply room for materials will be constructed near the school. Extra-curricular events and activities will be organized. A special events curriculum will be created by the auxiliary and selected townspeople.

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FOUR YEAR PLAN
PROGRAMME BUDGETS

Programme 14

Plate 50

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FORMAL SCHOOLING UNIT

years	current FY budget	Future Estimated Costs			
		FY II	FY III	FY IV	
categories					
I Capital Costs	Building (6 classrooms)	₦ 30,000			
	Furniture	4,000			
	Office Equipment	3,000			
Subtotal - capital		37,000			
II Pay and Allowances	1 Auxiliary Salary	4,800	₦ 4,800		
	6 Teachers	7,200	7,200	₦ 7,200	₦ 7,200
	1 Headmaster	1,800	1,800	1,800	1,800
	1 Janitor	500	500	500	500
	1 Secretary	800	800	800	800
Subtotal - pay		15,100	15,100	10,300	10,300
III Current Expenses	Teaching Aids	1,000	500	500	
	Office Supplies	600	600	600	600
	Maintenance Supplies	300	300	300	300
	Lunch Programme	18,200	18,200	18,200	18,200
	Tutorial Supplies	1,000	1,000		
Subtotal - current		21,100	20,600	19,600	19,100
Total Programme Costs		₦ 73,200	₦ 35,700	₦ 29,900	₦ 29,400

SOCIAL DEVELOPMENT: Actuating Programme 15

VOCATIONAL SKILLS CENTRE

Living in a rapidly changing and technological world has made demands on a labour force to be equipped with more sophisticated practical and technical skills. The Vocational Skills Centre is a programme designed to enact the means of upgrading the functional skills of the adults of Ijede. It will be a pioneering type of education that will link practical on-the-job training with academic learning that is crucial in grasping the latest technological insights. As the town expands to new industries and business ventures, a pool of skilled technicians and knowledgeable businessmen becomes a vitally important undergirding for Ijede's social and economic growth. Allowing a sense of effective participation in the demands of today's society will create a new sense of dignity for both the individual and for Ijede at large.

The Vocational Skills Centre will establish special adult training opportunities through four components. First, the Technical Training Programme will train the townspeople in specialized vocational skills in the fields of agriculture, modernized fishing, industry and manufacturing. This will also increase their employability. Second, the Commercial Skills Programme will teach Ijede citizens basics in business skills such as typing and bookkeeping. This programme will also teach management and other skills needed in order to administer local businesses. Third, the Functional Literacy Programme will equip adults with necessary reading and writing skills that will allow them to better understand crucial information needed for daily functioning. It will also stress speaking skills in English. Fourth, the Leadership Methods Programme will develop the leadership capacity of Ijede citizens through structured training sessions and practical learning by leading workshops, seminars and conversations. This programme will build the local leadership necessary to run the project in the future.

A building with at least three classroom spaces will be obtained for the Vocational Skills Centre. It will be wired for electricity. Tables, chairs, storage cabinets, teaching aids and study materials will be procured in every room. Visiting specialists will be recruited from Nigeria and foreign countries to teach necessary skills. Classes in agricultural, mechanical, industrial and commercial skills will be taught. Brochures and registration forms will be printed for each course. The auxiliary staff will teach functional literacy courses in English. Yoruba courses will be emphasized. The auxiliary will train selected town people in practical methods of leading groups in order to achieve leadership of the project.

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FOUR YEAR PLAN
PROGRAMME BUDGETS

Programme 15 Plate 5P

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VOCATIONAL SKILLS CENTRE

years	current FY budget	Future Estimated Costs			
		FY II	FY III	FY IV	
categories					
I Capital Costs	Training Equipment	N 12,000			
	Subtotal - capital	12,000			
II Pay and Allowances	½ Auxiliary Salary	2,400	N 2,400		
	2 Teachers	2,700	2,700	N 2,700	N 2,700
	Subtotal - pay	5,100	5,100	2,700	2,700
III Current Expenses	Classroom Furniture	3,000			
	3 Storage Cabinets	900			
	Teaching Aids	5,000	3,000		
	Study Material	5,000	3,000		
	Travel	3,000	3,000		
	Brochures & Reg'n Forms	100	100		
	Petrol	300	300		
	Maintenance	400	400		
	Subtotal - current	17,700	9,800		
Total Programme Costs	N 34,800	N 14,900	N 2,700	N 2,700	

SOCIAL DEVELOPMENT: Actuating Programme 16

WOMEN'S TRAINING ACADEMY

Releasing women for more direct service to a local community through broadening their interests and education will benefit the social rebuilding of the whole community. The women of Ijede have voiced strongly their concern about special education in domestic, health and educational skills. The Women's Training Academy is an answer to their request. It is geared to expand women's knowledge of home and motherhood skills which will better enable them to improve the style of life of the whole town. They will be able to understand and communicate more effectively in Yoruba and English, thus opening up a field of new ideas that will affect their approach to deeper understandings of life. The Ijede women have decided to play a vital role in the total development of their community, fully realizing they are setting an example for the millions of other Nigerian women.

The Women's Training Academy will focus on special development of skills for the women of Ijede through four components. First, the Domestic Sciences Programme will teach the Ijede women important skills of cooking, home beautification, personal grooming and general housekeeping. Learning to make functional household accessories will also be part of this programme. Second, the Health Training Programme will provide pre- and post-natal care knowledge for mothers, as well as training in proper health, nutrition and sanitation practices. Women will also be instructed as paramedics in order to give needed medical assistance throughout the town. Third, the Family Management Programme will train wives and mothers in budgeting and child development along with providing helpful family planning methods. Fourth, the Basic Literacy Programme will educate women in reading, writing and speaking in both Yoruba and English. It will also teach history, geography and mathematics.

Classes in cooking will be set up immediately for the women of Ijede. A large space in one of the town buildings will be secured and a stove, oven, sewing machines and other equipment necessary to teach domestic skills will be acquired. Ten women will be recruited from Ijede and trained by a qualified medical staff in first aid and paramedic skills. They will help in child care, give inoculations and handle certain sicknesses and diseases throughout the town. Five women will be trained by a nutritionist in cooking for the community kitchen. Classes in budgeting and other home management skills will be arranged at times convenient to the Ijede wives and mothers and will be taught by the auxiliary staff and visiting specialists. Classes in basic literacy with all the appropriate teaching aids and materials will be established on a regularised schedule for all the women in Ijede needing such an education.

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FOUR YEAR PLAN
PROGRAMME BUDGETSProgramme 16 Plate 5Q
WOMEN'S TRAINING ACADEMY

ICA Consultants

years	current FY budget	Future Estimated Costs			
		FY II	FY III	FY IV	
categories					
I Capital Costs	Stove With Oven	N 300			
	Sewing Machines	200			
	First Aid Tchg. Equipment	400			
	Cooking Equipment	1,000			
	Subtotal - capital	1,900			
II Pay and Allowances	½ Auxiliary Staff	2,400	N 2,400		
	Part-time Teachers	2,400	2,400	N 2,400	N 2,400
	Subtotal - pay	4,800	4,800	2,400	2,400
III Current Expenses	Medical Teaching Aids	200			
	Curriculum Materials	200	200	200	
	Food	2,000	2,000	2,000	
	Teaching Supplies	1,000			
	Travel	1,000	1,000	1,000	
	Subtotal - current	4,400	3,200	3,200	
	Total Programme Costs	N 11,100	N 8,000	N 5,600	N 2,400

EPILOGUE

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I

ACTUATING PHASING

METHODS

Although the methods of the Social Demonstration Consult are universally applicable, the particular situations in which they are employed are always unique. The clues to the uniqueness of Ijede are found in the five comprehensive charts and the accompanying discussion which comprise the substance of this document. These charts, which hold the Operating Vision, the Underlying Contradictions, the Practical Proposals, the Tactical Systems and the Actuating Programmes, together reflect the flow of the Consultation.

FINDINGS

The Operating Vision of Ijede residents as summarized during the Consultation indicated three broad arenas of concern: accelerating economic development, providing physical development and encouraging social development. The emphases were on essential services, expanding the agricultural base, ensuring commercial trading and developing local industries. Surrounding emphases indicated concern for practical education, social activities and community space. Tuesday's work of discerning contradictions revealed a strong emphasis on the fragmented planning of community life. Closely related but distinct was the limited access to practical education, meagre accumulation of needed capital and disorganized liaison with external support. The proposal work on Wednesday used a broad approach focused on three major proposal thrusts. The first was aimed at providing practical training and community identity as well as initiating a town promotion effort. An equivalent proposal thrust was aimed at developing all the basic services crucial to Ijede's growth. The third proposal thrust was in developing local industries, agricultural cooperation and cooperative commerce. Tactical Systems to carry out the proposals were created on Thursday. They underscore the need to develop an economic base, expand physical foundations and practical education, and reconstruct social forms. Essential services will assure public utilities and equipment in addition to health care. Functional learning tools will advance local skills and community education will broaden and empower local education. Developing local industries and expanding the commercial market will assure a stable economic base. Supportive project relations will facilitate all other tactics. The Actuating Programmes Chart indicates a major concern for the economic development of Ijede, agro-industrial enterprises and commercial ventures. In the arena of physical development, emphasis is towards developing major construction and services expansion. In the arena of the social development of Ijede, the focus is on communal care and educational expansion.

The Human Development Project model produced during the Consult represents the decisions of residents of Ijede to initiate development

PHASES

efforts in the community. The Actuating Programmes provide for the four-year phasing of the model. During the year of initiation, emphasis will be placed on rebuilding the physical vitality of the people through programmes of food production, nutrition, health, utilities and improvements; on functional literacy for the people through programmes related to business, agriculture and industry. By the end of the first year, all of the actuating programmes will be operating. The second year will focus on the detailed reconstruction of the village and on the development of broad local leadership for the village to guide project expansion. As the project becomes established, local leaders assume greater responsibility for the total operation. Simultaneously the number of local ICA staff is decreased. A second concern of this phase will be the extension of the project focus to other nearby villages and more importantly to similar situations in other parts of the nation. In effect, the new project model is actuated at the end of three years. Programme maturation occurs during the fourth year. By this time external assistance is considerably reduced and local initiative is maximized in all the development programmes.

II

PROJECT FINANCING

FUNDING

A comprehensive funding scheme is required for social demonstration. A project in a rural community like Ijede requires direct financial assistance from both public and private sources in the form of grants and long-term loans at favourable rates. Other forms of assistance will be lines of credit and in-kind contributions of goods and expertise. While the community must move as quickly as possible to assume responsibility for the cost of development, outside financial leverage is necessary to break through the present adverse economic situation. It is, therefore, crucial both to bring about such external resources immediately to the services of the community and to maintain them only for the period of time necessary for generating self-dependent local economic activity.

COSTS

The sixteen Actuating Programmes provide the means for an initial analysis of the Project cost, as well as the broad funding pattern. Plate 6 shows the estimated cost of the first year of each programme broken down into capital expenses, salaries and operating expenses. Plate 6A provides a picture of the projected four-year costs. It is anticipated that at the end of the third year, outside support of the Project itself will not be necessary. The major component of the first year budget at 59% is for the capital costs to undergird the economic development and provide a rapid expansion of essential services, particularly in health-related programmes. It is

anticipated that the total town income will increase by three times in the first year. This increase will come from salaries paid to the local people for direct Project work. Over the four years a decreasing amount of direct funding will be needed to support salaries, as programmes begin to generate their own income. Plate B illustrates the principles of economic self-sufficiency as the flow of outside funding decreases and the town capital increases. This move requires a total, comprehensive development approach. Through the intensification of agriculture, the introduction and expansion of town industries and the provision of essential services within the community, a stable economic base will be established, which will maintain the Project's momentum in the future.

III

IMPLEMENTING FORCES

GUILDS

The Actuating Programmes provide the framework for local participation and give direction to the necessary organization of the community residents who will do the work of implementation. Interested residents of all ages who are involved in the programmes could organize themselves into groups to work together on community-wide projects or subdivide into special task forces. These working bodies would constitute a contemporary form of the ancient guild. Though basically task-oriented, these citizens' groups would also do continuing planning and evaluation.

COMMISSIONS

The sixteen programmes of the Ijede Human Development Project could be divided into two groupings - one dealing with the economic development of the community and the other with the social development. These could be referred to as commissions. This organizational format would provide the structure through which the entire community is involved as a comprehensive decision-making body. The body of citizens so engaged could be designated as a guild assembly. It would include guild participants, other concerned residents, auxiliary staff and guardians. It would be a cross-section of the community: men and women, young and old from across the town. A representative body of this assembly would be charged with the responsibility of coordinating the work of the actuating programmes and ensuring that programmatic decisions reflect the concerns and needs of the community. This body should also constitute a broad cross-section of the community and should include members of the auxiliary staff and representative guardians.

The guardian and patron networks assure the continuance of external support to the Human Development Project. This support refers not only to strengthening the interest and assistance of governmental

GUARDIANS

agencies, but also to establishing relationships with private forces both within and beyond the community. In addition to funding, outside support needs to include information sources, advocacy, and access to services and expertise not presently available within the community. These networks will be invaluable to Ijede.

AUXILIARY

Finally, the Actuating Programmes indicate the form of the catalytic force, referred to here as the auxiliary. One of the indices of a dynamic human development project is the presence of a catalytic body that brings dedication and methodological expertise to the task at hand. Functionally, this group engenders motivity in the community at large and continually seeds its imagination, thus enriching and focusing its understanding of the development task. It also provides ongoing training, most of which goes on informally as people work shoulder to shoulder on a common task. Such training makes possible the continual emergence of new leadership. The presence of such a body, whose membership is international as well as Nigerian, provides a continual freshness of perspective which enables the community to grasp its task in a creative fashion. When this perspective is placed in dynamic relation to the intimate knowledge of the community and the practical wisdom of long-time residents, a reservoir of effective energy emerges. In Ijede today, such a force of people needs to include farmers and fishermen, basic education specialists, health personnel, nutritionists and industrial developers. Also needed are architects, construction engineers, bilingual teachers in Yoruba and English and business management specialists. Each member of the auxiliary will be charged with the responsibility of equipping one or more understudies in his area of expertise. These understudies, in turn, will then be prepared to assume leadership responsibilities within the community.

IV

ANTICIPATED BENEFITS

ANTICIPATIONS

Since Ijede is intended to be a showplace which will serve as a pilot illustration of possibility for similar locations, it is important that an imaginal picture of the anticipated benefits of the project be spelled out. Rather than state in abstraction the objectives of the model town, it will be more valuable to list what a traveler will see on his pilgrimage to the town in 3 to 6 months' time. The hundreds of things the visitor might see are organized into eight simple areas.

Probably the first introduction for a visitor to the Project will be the colourful road signs directing him to Ijede. As he drives along the new 13-kilometre road to Ijede Town, he notices the straight,

TOWN

tall Royal Palm trees amidst luxuriant green bush. He is first greeted by a large blue signboard over the road which says, "Welcome to Ijede, Nigeria's Human Development Project" written in English and Yoruba. He follows the arrows to the Visitor's Centre beside the Oba's Palace. All around him are signs of new construction. Piles of concrete blocks, heaps of sand and new sections of houses evidence recent repair. Most of the houses have been brightly painted. At the Centre, the visitor is handed a map of Ijede Town indicating the new roads, walkways, market and motor park. It also shows buildings under further development and a summary of the four year town plan. He is surprised at the amount of activity and asks his guide to begin with the new market, where he is met by a buzz of bargaining and a swirl of colour. Rows of stalls display vegetables, fruits and goods. Red peppers, cassava, bananas, maize and okra are neatly arranged. A sign reads, "Constructed by the Retail Merchants Cooperative". They leave the market and walk through the new motor park beside the market on their way to the site of the new palace, marked with a white sign. The sign explains that the Oba's residence is a demonstration of the use of low-cost local bricks, blocks, sand and cement. The sign further explains that later portions of construction will include a post office, a telephone room, a conference centre and a new visitors' facility.

PRODUCTION

The visitor then is taken to the community farm beyond the Oba's palace. The twenty-acre farm stretches from the road to high forest in rows of cassava, maize, yams, red peppers and okra. Vegetation is vibrant green from the night's rain. Cassava is head high and bushy. Yams are beginning to climb their bamboo stakes. The visitor is attracted to a corner acre plot being mulched to conserve soil moisture. Different varieties of cassava and maize are being tested. A team of men are building a small pond to store irrigation water during the dry season. On the way back to town, he stops at the poultry farm. He observes the chicks being raised in screened coops for laying. Nearby, masons are constructing the new hen house. Beyond is a stockyard housing the goats of the cooperative animal husbandry project. The visitor is pleased to see the state veterinarian examining the animals as part of his regular visits. Their next stop is the fishing port. He hears the fishermen returning in motorized boats. He notices a new boat especially designed and built in Ijede for lagoon fishing. The catch is unloaded into the storage pens beside the new pier. The Ijede-designed nets are bringing excellent results. As he continues his visit, the traveller sees a truck from the processing plant arriving for fresh fish.

The next stop is the Ijede Trading Cooperative office located in a newly completed office building. Ushered past the clacking typewriters he enters the office of one of the "sons of Ijede" who has returned to live here. The man explains that the cooperative

COMMERCE

provides financial services, bulk purchasing, sales promotion and marketing assistance to Ijede producers. In the parking lot he sees a bright orange truck which has been purchased for transport of goods to and from Lagos with the Ijede logo on it. After his visit to the co-op office, the visitor and his guide drive over to the guest house area near the shore of the lagoon. He notices the houses are newly painted and landscaped with bright flowers. In the guest house lounge he sees drawings of the future hotel. The proprietor explains that local masons and apprenticed electricians and plumbers will help build the hotel near the lagoon according to an architect's plans. Later, while he walks around the proposed site of the hotel he notices the new floating dock. Merchants await nearby as shovels, colourful cloth, glass and wire are unloaded from the ferry and into their vans. The ferry is just arriving on its regular schedule from Lagos with people and merchandise. The ferry has become a great time-saver in travelling between Ijede and Lagos. He decides to follow the loaded vans back to the market place for a second visit and is amazed at the variety of the merchandise. A hardware store offers construction and household products. A mechanic's shop has motor parts and a repair service. The cloth is delivered to the tailor's outlet for display alongside finished shirts and suits. A cooler offers soft drinks nearby. A selection of canned and packaged goods is also available. A spindle full of receipts next to the cash register indicates the usual busy day.

EDUCATION

At lunch time, the visitor is given a tour of Ijede Project schools. First he stops at the arts and crafts room where he sees pictures painted by Ijede students. He is especially attracted to scenes portraying the village fishermen poling their boats to the dock, men building the civic centre and the dispensary being painted by the youth. He is impressed by the strong emphasis on letter colouring identifying the Children's Institute display. He notices a youth work force constructing a small recreational area with benches and swings. A group of community volunteers are in charge of recreation for the after-school programme. Some children are involved in soccer and others are sitting under a shady tree while a tutor writes on a blackboard resting on a barrel against the tree. Then he visits the site of the Children's Institute. Large groups of children are sitting on chairs recently received as gifts. As he approaches, he hears them singing "Nigeria is a wonderful place, Ijede is where we live." Then they clap their hands while townspeople stop by to watch. He is pleased to see a nutritious snack being served during which he hears them shout, "Life is good, right?" "Right!" comes the response. He reflects for a moment on the impact of their burnt orange uniforms. The teachers are distinctive in their African print dresses and shirts. Then he arrives at the temporary secondary school where sixth grade graduates have been meeting for the past few months awaiting completion of their new school. This

afternoon the students are divided into two groups. One is working in a nearby field cultivating and weeding the community garden while the second group is working on their new school as apprentice bricklayers and carpenters. The visitor's last stop is the Adult Education Centre. He is told by his guide that the Town Council has given approval to use the government primary school building for an adult evening school. His guide says that teachers have volunteered from Lagos and Ikorodu together with ICA staff and he hears that the classes of 30 are filled each night.

INDUSTRY

The visitor is next driven to the Industrial Park where a uniformed guard warmly greets him. Ahead are piles of sand awaiting use. Some will be trucked off from the storage elevator to be used elsewhere, some will be used next door at the local cement block-making plant. Within sight are rows of freshly made blocks drying. He watches young apprentices help make blocks. On a side road is a one-story cement block building recently completed for the Ijede Textile Company. Inside, women operators are sitting at rows of humming machines. The breeze suddenly rustles through the trees and from behind him comes the aroma of smoking fish. Before he has a chance to ask his companion, he is told they are near the Fish Smoking Plant. They hurry to see large quantities of fish drying on wooden racks in the sun. The finished product is being packed in heavy plastic bags marked "Ijede Food Products", ready for world markets. He turns toward his guide and inquires if the saw mill is in operation and is told it is out at the edge of the high forest. There large mahogany and soft wood logs are being trucked in to be sawed into planks, then stacked for drying.

ORGANIZATION

As the visitor drives to the Town Hall, he hears melodious singing coming from the building. He has arrived just in time for a town meeting. Entering, he is first struck by the number of people present. The women and youth are seated among the leaders. All the chiefs are seated at a long table, dressed in colourful robes. For the first half hour, the visitor hears reports from each of the task forces in education. These groups are responsible for implementing the programmes of the Project. A house leader assigns members of his group to a special task force. Other services, commerce, industry and agriculture group leaders follow in the same fashion. They are celebrating the installation of two water pumps by the local service corps. The secondary school will be formally inaugurated in six weeks. Street signs have been completed. At the close of the meeting a woman stands up on behalf of the Women's Association. She presents the Oba's representative with a blue map of Ijede to be hung at the entrance of the civic centre. As the visitor begins to leave, a group of youth are receiving trophies for the first inter-village soccer tournament.

Finally, the visitor is invited to see the community kitchen. Meal planning and kitchen practices are being demonstrated. A group of

SERVICES

housewives have brought vegetables and fruits from their gardens. The visitor is delighted with the questions and the enthusiasm of the Ijede women. Afterwards, a delicious rabbit stew sauteed with yams and cabbage is brought for his enjoyment. The visitor compliments the staff and continues his trek. Next, he stops in front of the dispensary, noticing that refurbishing work has been going on. Inside, the resident nurse and some paramedic trainees are administering the second phase of the total vaccination programme. Sixty young children will receive measles vaccines. He learns that a generator has been donated. An electric fan keeps the temperature refreshingly cool. An inviting water fountain is provided and he cannot resist bending over for a drink. As he leaves the dispensary, his eye catches sight of a water tank that provides the town's safe drinking water. Returning to the centre of town, the visitor notices women singing traditional Yoruba songs as they wash clothes. He is also aware of a newly paved road with drainage ditches alongside. He sees trash neatly placed at the roadside ready for pickup and disposal. As he walks back toward the Welcome sign, he notices for the first time that light poles have been set up all over Ijede. Electricity is three months away. Businesses are preparing to expand their operations. An ice distribution centre is being planned by the Joint Merchants Association in anticipation of the coming of electricity to Ijede.

MOTIVITY

Later when the visitor reflects on his journey, he will realise that what impacted him most was the people themselves. He will remember their vitality, hard work and dignity. When he recalls the spirit of corporateness in the way they worked together and the hospitality with which he was received, he will sense that something has happened to these people. Their excitement about what they are doing will affect his own spirit. He understands himself to be fully welcomed to the community. What he found in rural Nigeria in a formerly isolated community will make him wonder: "If Ijede can do this, why cannot every town throughout Nigeria and the world?"

V

REPLICATION SCHEMES

LOCAL

The Ijede Human Development Project is a pilot project in the socio-economic development of a rural community. Local replication of the project would involve several steps and would be carried out in coordination with existing and proposed government schemes. One would be the systematic sharing of the Project in other communities through speaking engagements by local project staff. Visitation programmes would be designed where leaders and residents from other communities would visit Ijede. One-day local community meetings would be held.

People from other communities interested in replication would be invited to attend to explore ways to move in their own communities. Concerned leadership would be trained in project methods in a Social Methods Institute. Finally, a consult similar to the one held in Ijede would be initiated in these communities in consultation with the ICA and Ijede residents.

A nationwide replication effort of the Human Development model would be of signal value for the communities of any country. It would provide concrete and constructive form for the movement toward local responsibility and the cry for local social transformation. Replication would benefit a nation as a whole in a number of ways. It could demonstrate a viable approach to socio-economic revitalization of the rural community. It could be a model for creatively recovering community space, providing adequate housing for all residents and engaging every citizen in community decision-making. It could demonstrate an approach to community education which empowers every citizen's social participation. Finally, a Human Development Project is a demonstration of the recovery of community as environment. Practical replication steps would require an effort similar to that described in the preceding paragraph on local replication. It would be necessary to involve local people and solicit the support of the public and private sectors at all levels. The work of the ICA over the years in 24 nations has built a foundation of support and responsiveness which would greatly facilitate the move to replication.

NATIONAL

The replication of this Project raises further issues about the necessary catalytic staff and the community training involved. The number of catalytic staff members needed for replication would be proportionately lower than that of the pilot project. Creating a network of model communities across Nigeria would require a staff of ten people for each community for a period of two or more years. This staff would live and work with the people of the community sharing with them a variety of expertise, but more important than this would be the deep concern of each staff member for the renewal of community life. Such core groups could be made up of people from both the public and private sectors. They could be people from across the nation, possibly including university students whose degree requirements incorporate a year of field placement. The ICA is prepared to provide practical training institutes in comprehensive community development methods for such local replication forces. These training institutes would be at least one month in length and accommodate 50-60 trainees. Classroom work would be involved, but most of the time would be used for practical field training in the pilot project and local replication experiments.

PERSONNEL

Through an operating Human Development Project, the ICA could provide training resources for replication in other locations throughout Nigeria at minimal costs. The programme budgets for each replication project would be built on the basis of local necessity and could be

FINANCING

supported to a large degree by allocated fundsⁱ made available through the normal broad-based channels of public and private support as well as long-range public and private loans. Local people in each situation could participate directly through contributions of time and effort as well as direct cash contributions. The possible sources of direct economic support both in and outside the community would be greatly expanded by the successful accomplishments of the Human Development Project in process.

VI

SUPPORT SYSTEMS

SELECTION

During the past year, the Institute of Cultural Affairs surveyed communities around Lagos State and in the eastern and northern states of Nigeria in anticipation of establishing a pilot Human Development Project. The Ijede area was finally selected for several reasons. First, although it is a rural community, it is located close enough to the city of Lagos to be accessible to visitors who wish to see a demonstration of comprehensive rural development for Nigeria. Second, it is in obvious need of socio-economic development. Third, the Project area has the potential for demonstrating significant involvement by local people in national development programmes. Fourth, Ijede, located very near to Lagos, presents a striking example of such national problems as the rural to urban drift and disparity in rural/urban development. Finally, and perhaps most important, the local residents and their community leaders are ready to move immediately towards the socio-economic development of Ijede.

STAFF

The Institute of Cultural Affairs is ready to provide the consultant services necessary to support the work of the Ijede Human Development Project in the coming year. This means assigning staff to serve as the Project auxiliary. The skill and experience of the auxiliary will be intensified by a systematic interchange of information with staff and local participants in Human Development Projects across the world. Assigned staff would live at Ijede and work full-time in the Project. The expenses of the staff have been written into the various programmes in which they would be directly involved.

SUPPORT

The ICA stands ready to assist community leadership in procuring funds and in-kind contributions for programme enablement. By working with the Guardian network, local residents and auxiliary personnel are in a position to seek support from both the public and private sectors. The funding objective for the coming year is to develop a base of support for Ijede through the gifts and grants of corporations, foundations and interested individuals. At this point in

its history, it is necessary for the Project to depend on outside funding. Over the long term, however, the Project will lessen its dependence upon external funds.

Directions

By July, 1977, twenty-four Human Development Projects will have been launched globally. During the past twelve months, eight Projects were established in Australia, India, Kenya, the Marshall Islands, the Republic of the Philippines, the Republic of Korea, the United Kingdom and the United States. The Ijede Human Development Project is the eighth of sixteen to be initiated this year and follows Zambia and Venezuela. The ICA anticipates that the Ijede Project will be of service to the nation of Nigeria as one of the many signs already present in this nation that local community is being renewed by local man.

BUDGET SUMMARY CHART

Fiscal Year 1977

ICA Consultants

Key: 1.0 = ₦1,000

programs	breakdown	Capital Costs	Salaries			Operating Expenses		Total
			Local	Aux.	Fees	Exp.	Travel	
1	Ijede Fishing Company	81.7	3.0	4.8	-	2.3	-	91.8
2 ✓	Extended Farming Scheme	38.8	2.0	7.2	-	9.2	-	57.2
3 ✓	Manufacturing Industries Complex	53.5	13.6	9.6	-	5.6	-	82.3
4	Construction Materials Corporation	75.4	17.8	9.6	-	5.0	-	107.8
5	Ijede Trading Cooperative	63.7	7.3	4.8	-	9.2	3.0	88.0
6	Guest Services Facilities	-	-	4.8	-	4.0	2.0	10.8
7	Capital Development Agency	11.0	2.4	4.8	-	16.9	5.0	40.1
8	Ijede Reconstruction Project	34.0	-	2.4	1.0	10.0	-	47.4
9 ✓	Ijede Amenities Project	36.8	4.4	2.4	-	9.7	-	53.3
10	Ijede Work Corps	7.7	34.9	4.8	-	6.8	-	54.2
11 ✓	Total Health System	45.9	8.3	4.8	3.6	24.0	-	86.6
12	Civic Structures Network	36.8	1.2	2.4	2.5	2.7	3.0	48.6
13	Ijede Children's Institute	21.5	8.1	4.8	-	23.5	0.5	58.4
14	Formal Schooling Unit	37.0	10.3	4.8	-	21.1	-	73.2
15 ✓	Vocational Skills Centre ✓	12.0	2.7	2.4	-	14.7	3.0	34.8
16	Women's Training Academy ✓	1.9	2.4	2.4	-	3.4	1.0	11.1
Total		557.7	118.4	76.8	7.1	168.1	17.5	945.6

ICA Consultants

Key: 1.0 = ₦1,000

years programs	I	II	III	IV	Total Cost
	FY 1977	FY 1978	FY 1979	FY 1980	
1 Ijede Fishing Company	91.8	13.0	2.8	1.0	108.6
2 Extended Farming Scheme	57.2	15.9	4.3	-	77.4
3 Manufacturing Industries Complex	82.3	41.9	16.3	11.0	151.5
4 Construction Materials Corporation	107.8	27.0	16.1	14.1	165.0
5 Ijede Trading Cooperative	88.0	32.6	10.3	-	130.9
6 Guest Services Facilities	10.8	10.8	-	-	21.6
7 Capital Development Agency	40.1	23.8	6.0	0.2	70.1
8 Ijede Reconstruction Project	47.4	41.4	7.0	-	95.8
9 Ijede Amenities Project	53.3	4.4	-	-	57.3
10 Ijede Work Corps	54.2	46.0	13.8	13.8	127.8
11 Total Health System	86.6	38.7	33.9	33.9	193.1
12 Civic Structures Network	48.6	9.3	6.0	6.0	69.9
13 Ijede Children's Institute	58.4	31.6	22.2	22.2	134.4
14 Formal Schooling Unit	73.2	35.7	29.9	29.4	168.2
15 Vocational Skills Centre	34.8	14.9	2.7	2.7	55.1
16 Women's Training Academy	11.1	8.0	5.6	2.4	27.1
Total	945.6	395.0	176.9	136.7	1654.2

PROJECT FUNDING FLOW CHART

ICA Consultants

toward local self-sufficiency

Key: 1.0 = ₦1,000

items	years		year one	year two	year three	year four	Four Year
			launching	expanding	resolving	rendering	Totals
Monies Injected and Stimulated	Outside Monies	Public Sector	335.5	158.1	60.6	-	554.2
		Private Sector	534.7	174.3	27.1	-	736.1
		Total	870.2	332.4	87.7	-	1290.3
	Town Monies	Cash Contributed	25.4	32.6	39.3	64.0	161.3
		Loans Contributed	40.0	42.3	46.9	73.4	202.6
		Total	65.4	74.9	86.2	137.4	363.9
	Total Monies		935.6	407.3	173.9	137.4	1654.2
	Town Income	Town Annual Income	current 600.0	1200.0	1800.0		
Development	Family Average Annual Income	current 1.2	2.4	3.6			



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