«Ọwọ wa lọla wa»

«The future is in OUR hands»

Report of

NIRADO

VOLUNTEERS IN SERVICE TO RURAL NIGERIA

Nigerian Integrated Rural Accelerated Development Organisation

1990 Planning and Facilitator Trainning Programme

27, Berkley Street,
G. P. O. Box 2524
Lagos Nigeria.

September 1990

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"The Future is in OUR Hands"

This report of Nigerian Integrated Rural Accelerated Development Organisation - NIRADO's 1990 Planning and Facilitator Training Programme has been prepared by Dr. (Mrs. Shirley Imogene Heckman, NIRADO's Interim Administrator (on secondment from Institute of Cultural Affairs International - ICAI) with special appreciation to the following without whom the programme would not have been possible:

MISEREOR - Campaign Against Hunger and Disease in the World, German Catholic Bishops' Organization for Development Cooperation for providing 75% of the budget needed.

CATHOLIC SECRETARIAT OF NIGERIA for its report that allowed Misereor to give the above grant.

UNITED NATIONS DEVELOPMENT PROGRAMME for providing 25% of the budget needed through their Partners in Development Programme

FEDERAL MINISTRIES OF BUDGET AND PLANNING and OF SOCIAL DEVELOPMENT AND CULTURE for their recommendations that allowed UNDP to give the above grant.

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UNITED BANK FOR AFRICA LIMITED and TEXACO NIGERIA LIMITED for their continuing support of NIRADO.

Government personnel of the Directorate of Food, Roads and Rural Infrastructures - DFRRI - at the federal, state and local government area levels who were responsive and helpful.

The trainers from the Institute of Cultural Affairs International (ICAI - headquartered in Brussels):
Mangala Gavai and Richard West from Bombay; Jim Troxel from Chicago
and the people trained by ICAI who live in Nigeria:
Elina Olatunji, a Zambian, and Owolola Olatunji.

The trainees and the others from the group who participated in the programme.

The report describes some of what happened during NIRADO's 1990 Planning and Training Programme. No claim is made that what was reported in the followup meetings was the result only of this programme. Many factors caused what happened in the groups which participated in the programme but the programme was surely a contributing ingredient to what was reported. Evaluation methods used were very subjective - self-reporting by participants, notes taken during meetings, responses to informal interviews. Some analysis and conclusions done primarily by NIRADO staff are also included.

"The Future is in OUR Hands"

"We now know that the future is in our hands," said the man speaking in Yoruba at the followup meeting held with a community development association in a village 17 kilometers from a small town. Most of the 800 people of the area are farmers. Water comes from a stream. They have no electricity.

Similar expressions were heard at many other events that were part of NIRADO's 1990 Planning and Facilitator Training Programme. A favorite song of trainees was:

Were lo ba se e
Were lo bawa se
Were lo bawa se e
Were lo bawa se
O un ti a ro pe ko sese
Were lo bawa se
O un ti a to pe ko sese
Were lo bawa se.

which loosely translated into English says that what we thought was impossible is now possible.

Readings from *The Tao of Leadership: Leadership Strategies for a New Age* by John Heider (copy 1985 by Humanics Limited, P.O.Box 7447, Atlanta, Georgia 30309, USA) were used in the facilitator training events. Popular with the trainees was #17 - Being a Midwife:

> Imagine that you are a midwife; you are assisting at someone else's birth. Do good without show or fuss. Facilitate what is happening rather than what you think ought to be happening. If you must take the lead, lead so the mother is helped, yet still free and in charge.
>
> When the baby is born, the mother will rightly say "We did it ourselves!"

I. STORIES ABOUT WHAT HAPPENED

II. STORY #1

The members of one group are 70 women from three neighbouring villages. They are farmers and marketers. Few, if any, speak English. When asked what they wanted for their people to have in five years, they answered:

- a day-care centre, an improved primary school, a secondary school
- a more profitable market for our local products
- modern farming
- available health services
- water and electricity
- easy transportation.

When asked why they do not already have those things they want, they said:

- the market is 22 km away with poor roads and no community transport
- we don't know where to go for money

the villagers do not cooperate very well
we have been unable to get attention from the government
materials and machines cost too much

On the second day of the planning, the women were asked to figure out what actions they could take in the next year to deal with some of those obstacles and move them closer to their dream. They identified two dozen practical actions to take and decided which of those they would work on during the next three months.

At the followup meeting held three months after the first planning, they reported on what had happened. Through regular contributions by their members, they had expected to raise 1000 Naira. They reported that they had gotten 1200 Naira which they used to buy materials for the road project and to clear the land for the maternity hospital they wanted. The road project was to construct a bridge over a gulch that prevented transport from reaching their villages so they could only take to market what they could carry on their heads for 6 km. They reported that they had enlisted help from the men of the three villages and organised a series of work days. It took them a week to construct the bridge. One of the objectives they projected for the next three months was to build another bridge with community effort.

A. Story #2

Another group is in a community which has a market on one side of a limited access major highway. They wanted electricity and water in the market, shops that could be locked and parking space. They built 10 new shops with parking space, acquired a pumping machine, built a generator house and bought 250 electric poles with 4000 Naira they collected. The LGA was impressed with their efforts and provided a 6 KVA generating plant. They report about 5000 people in the market every nine days. One of their longer-term hopes is to have a tunnel under the road or a pedestrian walkway over it. During one of their visits to government offices, somehow a connection was made with someone from a radio station. They told their story to that man who shared their dreams and their self-help efforts in a radio broadcast.

B. OTHER REPORTS

A group decided to build a health centre so land was donated and a community person was trained by the LGA as a health caretaker. A group enlisted the help of others in their community and in five days got a well dug. A group that secured more land harvested a good cassava crop and expect next to build storage facilities and get themselves registered with the LGA. A group wanting to start a sewing factory got two good contracts which they will be able to fulfill as soon as they are registered with the Ministry of Trade and Industry for which they have a letter of recommendation from their LGA office.

Some shared how they had been able to get training for their people. Members of groups taught others. The International

Institute of Tropical Agriculture not only provided cassava stems with short growing time but also some training about how to grow it successfully. Three people from three groups participated in two-week training programmes of the Pan African Institute of Development through funding by the Ford Foundation.

Groups talked of visits to government offices. They asked for roads to be graded and some were. They wanted resources about starting cooperatives and some got the information requested. Some requests for attention were answered positively but others were not. Some made many trips to government offices. A governor's wife visited one group after they had gotten the attention of their LGA people. One group was able to market their snacks to both LGA and State agencies for meetings.

Many groups reported that they are meeting more regularly with better attendance and that they are working more cooperatively among themselves and with others. Some had little other result to report.

Six of the twenty groups were not able to schedule a followup meeting.

III. Analysis of the planning done

The planning done by each group is in Appendix A. The work of each group covers two pages. The Five-Year Vision, the Underlying Obstacles and the Strategic Actions are presented in charts. The titles of each column or row of these charts are put together into composite charts which are in Appendix B.

A. Composite Vision Titles - Appendix B-1,2
   1. Adequate Standard of Living
      a. Improved Modern Farming - 23 items - 20% -
      b. Profitable Business & Industry - 31 items - 26%
   2. Effective Internal Operations - 11 items - 9%
   3. Essential Utilities & Infrastructures - 23 items - 20%
   4. Improved Health Care - 12 items - 10%
   5. Necessary Cultural & Educational Systems - 17 items - 15%

Those in every group dreamed of having an adequate standard of living with 46% of the vision items in this area. Most of the responses were related to farming and agriculture. A few came up with responses that were clustered together as "full community employment" and "modern tourist attractions" that would bring more people to their community.

People in 16 groups dreamed of having electricity, roads and water. Those in all 20 groups want to have good health and cultural and educational amenities available.

Only 9 groups came up with visions of running their groups more effectively. Only two mentioned government relationships and only three included finances for their groups. This is not surprising because the guidance from the facilitator during the visioning exercise leads the participants to consider what they want for their community rather than for their own group.

B. Composite Obstacles Titles - Appendix B-3,4
   1. Inadequate Economic Base
      a. Low Standard of Living - 20 items - 20%
      b. Untapped Sources of Funds - 13 items - 13%
   2. Insufficient Infrastructure Facilities - 10 items - 10%
   3. Underdeveloped Human Potential - 19 items - 19%
   4. Communication Gap
      a. Within Groups & Communities - 23 items - 22%
      b. Between Government & Communities - 17 items - 17%

Both the high cost/low return and their inability to locate funds are economic issues seen as obstacles to their dreams being reality by those in all but one group. Inadequate roads and transport are perceived as blocks to earning an adequate living.

Participants saw their own underdeveloped potential as a block. They also identified communication gaps within their groups and communities with mistrust and disunity preventing their dreams from being realised. Another communication gap was seen between government agencies and their communities as an obstacle to a better life by people in 15 groups. This was often expressed as the inability to get assistance from the government.

C. Composite Actions Titles
   1. Enhancing Financial Base
      a. Organising Fund Raising - 19 items - 21%
      b. Increasing Project Productivity - 12 items - 13%
   2. Activities External to the Group
      a. Improving Government Relations - 10 items - 11%
      b. Initiating Enlightenment Programme - 12 items - 13%
      c. Mobilising Community Efforts - 10 items - 11%
   3. Activities Internal to the Group
      a. Strengthening Knowledge Base - 10 items - 11%
      b. Improving Planning and Management - 18 items - 20%

When the question is asked of what kinds of actions can they themselves take to get around the obstacles and bring their dreams to reality, the spread across finances, external and internal activities was fairly even.

Given the prevalence of economic elements in their dreams and of economic issues seen as obstacles, it would have been surprising if their actions did not include many related to getting a stronger financial base. They came up not only with getting money directly through fundraising and donors but also with ideas for increasing their own productivity to earn more money.

Only two groups mentioned relationship with the government in their visions but having needed infrastructures loomed large in their dreams. The inadequacy of both relations with the government and infrastructures were seen as obstacles. Their actions responded to these in two ways - working directly on improving government relations and organising community projects such as road repair, bridge building and getting electricity and water.

One-third of the actions proposed were for training of members and leaders and for improving their own ways of working. Actions such as these are seen as within the control and power of the local groups and may appear easier to change than the complex and overwhelming economic situation.

IV. Description of the programme

A. The objective of the programme was to expand the capacity of villagers and rural development groups to plan for and carry out self-development programmes which accelerate rural productivity through:
   1. facilitating and documenting the planning and implementing of local projects and
   2. training 20 people from local groups in leadership skills as facilitators of participatory planning.

B.

Results expected from this program:	ACTUAL RESULTS
1. skills required for self-development and rural productivity will be transferred to 20 village groups involving 400 to 600 local people;	- 523 people of 20 groups were in events;
2. capacity of 20 village groups to conduct self-help rural development programmes will be enhanced through their developing one-year plans of action with regular monitoring of their implementation;	- See Appendix A for plans made;
3. the five local groups in each geographic area will be connected through their having participated in the project and the local facilitation team will be available for further work in self-help development work;	- local teams of facilitators did not emerge but interchange happened among some trainees and groups;
4. 20 Nigerians will be trained as facilitators of participatory planning;	- 23 Nigerians were trained;
5. locally-created plans of action will be available to local, state and national government agencies.	- this report is being distributed.

C. To facilitate administration, it was decided to limit the geographic area to Lagos, Ogun and Oyo States. Groups were recruited to participate in three ways:

   1. Groups already related to or members of NIRADO were invited to participate. Such groups included:
      a. Ebute Olowo Community Development Association, Ikorodu LGA, Lagos State;
      b. Local groups who are members of FADU, the Farmers Development Union, an umbrella group in Ibadan in Oyo State with about 20 member groups - Ogo-Oluwa, Iselogun Ise, Ore-Ofe Aloku, and Ifelodun Akeyan.

c. Groups who make up the sectors of Alikama, another umbrella group, Ibafo, Ifo and Alikama Light of the World in southern Ogun State and Alikama Skills in Agege LGA, Lagos State. Alikama Management group included representatives from the different sectors.
d. SCIAN - Spinal Cord Injuries Association of Nigeria.

2. Groups found through visits with LGA personnel:
a. Ifesowapo Community Development Association, Ikeja LGA, Lagos State, found through conversations with LGA staff people Mr. A. Ola Odunlami, Mrs. F. A. Ogundile, Mrs. B. O. Adekunle as well as a brief talk with the Chairman Abayomi O. Morgan.
b. Ifelodun Better Life Group and Okun-Ibeju Community Development Association, Eti-Osa LGA, Lagos State found with conversations with LGA staff people Mr. Abomini and Mrs. Lola Ewumi.
c. Igbogbo Community Development Association, Ikorodu LGA, Lagos State, found through conversations with LGA staff people Mr. J. Akinola.
d. Abakuyamo Better Life Group, Oluga Community Development Association, Orile Itesi Emulu Better Life Group, Odeda LGA, Ogun State, found through conversations with Prince T. A. L. Odubiyi, LGA Secretary, and Alhaji Y. A. Olaleye, Chairman, and other members of their staff.

3. Groups found through personal connections between leaders of the groups and NIRADO people included:
a. Igueben Development Organisation made up of the Lagos-based sons and daughters from Igueben, Okpebho LGA in Bendel State.
b. Okemagba Community Development Association, Epe LGA, Lagos State.

D. Visits were made to groups by NIRADO staff Heckman and Olatunji to explain the programme and enlist their participation. Many of these presentations were done completely in Yoruba by Olatunji because some or all of the group members did not understand or speak English. A few of the trainees were not English speakers and seven were more comfortable with Yoruba.

Owolola Olatunii was the only Yoruba-speaking member of the staff. He, trainees and sometimes members of groups provided translation in both the planning events and in the facilitation training programme.

E. Venues for the planning events were in the Council of Chiefs' Hall and other community halls, the University of Lagos Conference Center, people's homes, schools, under a big tree using the side of a building, and in a shelter by the seaside with babies and old people asleep on the sand during the sessions.

V. AGENDA AND PROCEDURES FOR THE TWO-DAY PLANNING EVENTS

Nigerian Integrated Rural Accelerated Development Organisation SPRING 1990 PLANNING/FACILITATOR TRAINING PROGRAMME	
AGENDA FOR TWO DAY PLANNING EVENT	
FIRST DAY	SECOND DAY
FIVE-YEAR VISION A. Introductions and Expectations Conversation B. Workshop 1. Context and dreaming 2. Individual/team brainstorm 3. Organise ideas 4. Name the categories 5. Reflect on the experience	STRATEGIC ACTIONS A. Conversation on Winning B. Talk "Factors for Success" C. Workshop 1. Context 2. Individual/team brainstorm 3. Organise ideas 4. Name the categories 5. Reflect on the experience
UNDERLYING OBSTACLES A. Workshop 1. Context 2. Individual/team brainstorm 3. Organise ideas 4. Name the categories 5. Reflect on the experience B. Reflection on the Day	EFFECTIVE IMPLEMENTATION A. Workshop 1. Context 2. Screen actions 3. Select projects and groups 4. Three-month objectives 5. Reports and commissioning B. Reflection on the Programme

A. INTRODUCTIONS CONVERSATION/SCHEDULE

After an opening prayer led by a member of the group, participants are asked to introduce themselves and state one anticipation they have for the event. The agenda for the two days is shown with an image on newsprint and talked through.

A context about Participatory Planning is presented stating that two processes are used over and over again:

One process is the flow of the workshop. Each workshop has a focus question. The Rational Objective describes what the participants will do; the Experiential Objective states what it is hoped they will feel. The sequence of each of the workshops is Context, Brainstorm, Organise, Name, Reflect.

The other process is by the groupings in which they work. First, each works individually. Then, they share their individual work in teams of 2-3. Finally, in the whole group, information from teams is shared.

Everyone participates. Products are created together. Process requires that people participate in a new way. Participants are urged to listen to each other carefully.

B. Vision Workshop

The focus question for the Five-Year VISION Workshop is "What do you want your group to be and to do five years from now?" This workshop is designed so they will share their hopes and dreams for their group and be motivated to create the future they have imagined.

A context is presented in which it is stated that everyone has visions, dreams of what they want life to be. But the dream of each person in the group is different in some ways from that of others. So, they are asked to state their individual hopes and dreams for their group's future. These are put together to create a group vision.

They are invited to imagine what the future of their group. They are asked to close their eyes and pretend to be taking a walk around their community five years from now. They work alone to list the things they saw in their dream, their vision. Then they are formed into teams of 2 or 3 people to share their individual list and make a group list to share with the others.

As one person from a group reports, one of the facilitators writes their item on a 4X6" card which is taped to the wall. Similar items are placed into columns. After all from each team's list have been stated, the columns are named with a title that tells the similar result the cards are describing.

C. Obstacles Workshop

A song that the group knows is sung to open the afternoon session. The focus questions for the Underlying OBSTACLES Workshop is "What is going on now which must change?" During the workshop, the participants identify blocks to their vision and face the reality of their situation.

The context for the workshop describes what is meant by an obstacle, a block. An obstacle is a description of what is happening now or what might get in the way in the future. An obstacle is positive, not negative. It is a real thing, not the absence of something. It is "concrete".

If the vision is "adequate funding," obstacles are not "lack of money" or "no cooperation" but are things like "unresearched financial resources" "incomplete funding plan" "differing viewpoints" and so on.

The group works together to create examples for some of the vision elements. Then a process similar to that of the previous workshop is used. When comparable cards are clustered, each cluster is named so the obstacle is clear

and the group can begin to imagine doing something about it. The group is asked what the "difficulty" is with the subject of the cards. What is the underlying or root issue?

At the end of the afternoon session, the group is asked to reflect about the happenings of the day and the meeting is closed with prayer.

D. Actions Workshop

After an opening prayer, the second day begins with the singing of a song and a brief conversation in which they are asked to tell how they talked with others about the experience of the first day.

The focus question for the Strategic Actions Workshop is "What actions can be taken to overcome obstacles and to realize the vision?" As they indicate strategic actions to get around obstacles and fulfill vision, they begin to experience the excitement of creating their own action plan.

Context for this workshop is given with a conversation about winning and winners and a talk describing winning groups. Stories are told of groups which demonstrate success, awaken their communities, train their members and interchange with others.

The Vision and Obstacles charts on which the group worked during the first day are read through. A "strategic action" is described as that which "deals with" obstacles as it overcomes, alleviates, gets around, handles, avoids or eliminates them. Actions are things people get excited about. Actions motivate people. Actions are tangible, measurable, completable activities that can be done within one year.

The whole group talks through one obstacle, responding to questions : Who has had similar problem and overcome it? What was their winning approach? What can this group do? What demonstrations would put heart into this community? How can you awaken this group to its possibilities? What interchange would be helpful? What training is needed for your members?

Individuals list ideas that are shared in the small teams. The teams write their suggestions on cards that are posted on the wall when the whole group meets. To get the titles for the rows of cards, the group is asked to state the similar intent of the actions in the row.

E. Implementation Workshop

The focus question of the Effective IMPLEMENTATION Workshop is "Who is going to do what in the next three months to implement this action?" In the process, members of the group accept responsibility for carrying out the plans they have made.

The facilitator helps the group decide which of the actions they identified in the last workshop are the ones on which they should work during the next three months. Task forces are created for each action and they meet to figure out what steps are needed and who in their groups is going to do what when. While the task forces do this work, a team of 3-5 people are selected to create a song for the group.

The newly created song is sung at the beginning of the reporting session of the whole group. After each report, the facilitator asks questions of clarity and whether this task force is to be commissioned by the whole group to do the work they have planned.

The day and the workshop ends with a conversation in which participants are asked what they remember, what they enjoyed, what difference the planning will make, and any personal decisions made during the working time together.

The planning event ends with a promise that a NIRADO facilitation team will meet with the group again in three months to check on their progress and with a prayer led by someone in the group.

VI. The Facilitator Training Section of the Programme

Each group was asked to select one of its members to be trained in the participatory planning methods used in this programme. Two groups did not participate in this dimension.

Five additional trainees were involved who paid their own expenses of participating. This group included four rural development professionals from Shell Petroleum Development Company of Nigeria, Limited and a staff member from a professional consulting firm.

During the first week of the programme, the trainees observed the trainers leading a planning event. Then they met for three days of training in which the focus was on their understanding the details of the planning event and learning how to facilitate each of the workshops.

See Appendix C for the charts of the facilitator training events.

In the three weeks after the training event, each trainee was on the facilitation team for at least two planning event. In the second facilitator training event, they reflected on their experiences, consolidated their learnings, and made plans for their own continuing training.

One-day meetings were held with the trainees in May and in June. They talked about what was happening in their groups and worked on their facilitation skills.

The final part of the programme was the one-day follow-up events held about three months after the original planning was done. Some of the results reported are in the stories in the first section of this report.

VII. Some reflections and learnings

The assumption was verified that local people who may not be schooled are capable of making adequate decisions about their own future. If they are motivated and given some methods for working together, they can implement the plans they make.

Planning events like these can be done with translation into and from the local language but it is very hard work. Therefore, more local language speakers need to be trained as facilitators and as trainers of facilitators.

Training people to facilitate participatory planning is complex. Some of the concepts involved are difficult to translate. It is unclear whether the trainees without English really grasped the essentials. Therefore, so long as it is necessary to use trainers without the local language, only trainees with English will be accepted in the programme.

Planning events were scheduled on any two days that the group selected. This resulted in overload of the trainers and unnecessarily chaotic management situations. Therefore, planning events for the 1991 programme will be scheduled only on Tuesday/Wednesday and Friday/Saturday.

The shift in scheduling of events noted just above will allow for trainers to have additional time for working with trainees. On Mondays and Thursdays, trainers will meet with the facilitation teams to develop the skills of the trainees. Sundays will be a day off for trainers.

VIII. Information about NIRADO

NIRADO is a not-for-profit, non-sectarian, non-political, and voluntary organisation for the benefit of rural communities in Nigeria. It emphasizes the human factor in development. It is an organisation of volunteers in service to rural Nigeria born out of the realization that until ways are found for accelerating development in rural villages where the majority of Nigeria's population reside, the national goal of self-sufficiency and control of their own destiny will remain elusive. It is an umbrella organization providing information, resources, training and motivation to people working in rural development in Nigeria.

NIRADO began through the efforts of Nigerian delegates to the International Exposition of Rural Development (IERD) held in India in February 1984 by the ICAI. Those delegates decided to form a permanent organisation to implement in Nigeria the findings and learnings from the IERD. The focus of the IERD was sharing among delegates from 50 countries of successful approaches to rural development.

NIRADO is registered as a corporate body (No. 5315) under the Land (Perpetual Succession) Act, Cap. 98 of the Federal Republic of Nigeria. It is governed by an executive committee with fourteen members and has four additional trustees.

NIRADO's income comes from gifts, grants, membership fees and levies, contracting of services, sales of books and other resources. Gifts come from individuals and from private companies, such as United Bank for Africa Ltd., Texaco Nigeria Ltd., Shell Nigeria, and Rank Xerox. Grants have been received for particular programmes from the International Fund for Education and Self-Help (IFESH, Phoenix), Misereor (West Germany) and the United Nations Development Programme (UNDP).

NIRADO is recognized as an authority in rural development through its:

1. reports and publications;
2. service to the government by members: Mr. Felix N. Akpe serves on the Lagos State Rural Development Council, Dr. Temilola Kehinde is currently the Honorable Commissioner for Special Duties, Military Governor's Office, Lagos State, and Dr. (Mrs.) Shirley I. J. Heckman, Interim Administrator, prepared a report on the role of private voluntary organisations (PVOs) in rural development in Nigeria for the September 1990 National Seminar on an Integrated Rural Development Policy for Nigeria; and
3. participation of government people in Nirado: Alhaji B. Abdullahi, former Director, Federal Department of Agricultural Co-operatives, was on NIRADO's Executive Council.

In addition to the planning and facilitator training programme of this report, NIRADO's activities related to rural development have included publication of pamphlets and a newsletter, several lecture series on rural development and apppropriate technology, constructing a prototype bio-gas plant, funding participation by local people in international events, and holding leader training conferences.

Nigerian Integrated Rural Accelerated Development Organisation, NIRADO, is a national affiliate of the international non-governmental organisation, the Institute of Cultural Affairs International (ICAI) in Brussels. ICAI is affiliated with United Nations Food and Agriculture Organization (FAO) and has consultative status (category II) with the Economic and Social Council of the United Nations (ECOSOC).

ICAI has been engaged in rural development in Kenya since 1975. It moved from a single village demonstration project to a system of 1,400 villages over a period of six years. In 1981, ICA: Kenya began working with the Swedish Cooperative Center (SCC) to develop a new participation method and to apply that method in the co-operative structure in Kenya. A series of pilot projects were done between 1981 and 1985, when a full programme was launched with the Kenya National Federation of Co-operatives. In 1986, the programe was given a very positive evaluation by the SCC and expanded to pilot programmes in Zambia and Tanzania. It is this program which provided the model for the proposed leader training in Nigeria. Other ICAI projects in Africa are in Egypt and Cote d'Ivoire.

IX. Continuing Need in Nigeria for This Kind of Programme

In June 1989 Lagos papers, Larry D. Koinyan, Air Vice Marshall (Rtd.), Chairman of the Federal Directorate of Food, Roads and Rural Infrastructures (DFRRI) published an appeal to all Nigerians to form community development associations (CDAs). He wrote, "At the community level, we have a void for most of the country's over 90,000 communities. . . . CDAs can provide the necessary forum for all members of a community to articulate their desires and aspirations. . . . CDAs, when formed, will . . . act as the apex organisation to direct, lead and co-ordinate all development activities in each community."

For effectiveness, Air Vice Marshall Koinyan urges the people to 1) work to have the CDA as inclusive of as many people as possible, 2 encourage participation through democratic values and processes, 3) select selfless, foresighted, progressive, hardworking leaders, 4) prioritize their needs to encourage productive activities, and 5) seek help.

The second report of the Club of Rome is called *No Limits to Learning*. In it, a distinction is made between maintenance learning which reinforces what already exists in the present and innovative learning which allows people to move into the future.

Two characteristics of innovative learning are learning to anticipate and learning to participate. Anticipatory learning stresses identification, understanding and restating of problems. In order to participate effectively, people need a vision of a common good not just a fear of common danger. Skills for effective participation can be improved. The right to participate carries with it an obligation to accept responsibility. People can be taught both to anticipate and to participate. Both are central to the methods used in this programme. These participatory methods help people to learn to identify needs, state their visions, discern priorities, and accept responsibility.

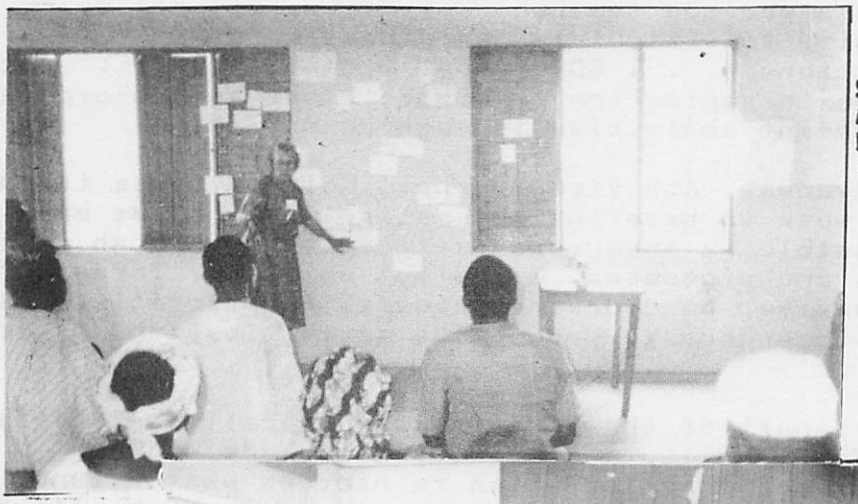
Efforts to create and maintain local development groups are often hampered by the use of inadequate and inappropriate methods. In addition, many people living in rural areas feel powerless and wait for others to give them what they need. A victim image is prevalent in which people assume "I can't..." or "we can't..." saying "we have no money and the government won't help us". The participatory planning methods employed by NIRADO enable people to shift from "we can't" to "we can" and they move groups from dependence toward self-reliance.

Many governmental programmes and non-governmental agencies provide equipment, supplies and other "things" to local people and groups who know how to ask for them. NIRADO's primary concern is the human factor in development. NIRADO works with people so they learn to plan for their own future and are motivated to implement the plans they create.

PICTURES OF THE TRAINING STAFF

Mangala Gavai, Indian from Bombay, is pictured on page A-36.

Owolola Olatunji, Nigerian from Ijede, Ikorodu, is shown on page A-3.



Shirley Heckman, American from Lagos at the Igbogbo event.

Elina Olatunji, Zambian from Ijede, Ikorodu, at the Igueben event.

Jim Troxel, American from Chicago at a facilitator training session.

Dick West, American from Bombay, standing on left, at facilitator training event.

1990 Planning and Facilitator Training Programme
Nigerian Integrated Rural Accelerated Development Organisation

APPENDIX A TO THE SEPTEMBER 1990 REPORT

Pictures of the trainees from groups are on the pages indicated for the group.

PAGE	GROUP	TRAINEE
A- 1	Abakuyamo Women's Group	Kudirat Ogunbunmi
A- 3	Alikama - Ibafo Sector	Rashidi Dairo
A- 5	Alikama - Ifo Sector	Amos Alliu
A- 7	Alikama - Light of the World Sector	
A- 9	Alikama - Management Group	Skendy Omu
A-11	Alikama - Skill Development Sector	Joseph Olasunkade
A-13	Ebute-Olowo Community Development Association	Tunde Sikiru Sokeyo
A-15	Farmers Development Union - FADU Ifelodun Akeyan Group	Peter Oyelowo
A-17	FADU - Iselogun Ise Group	Niyi Oyelakin
A-19	FADU - Ogo-Oluwa Farmers Cooperative	'Femi Oladoja
A-21	FADU - Ore-Ofe Aloku Group	Isaiah Folorunsho
A-23	Ifeloden Better Life Group	Adijat Oguntolu
A-25	Ifesowapo Community Development Association	S. T. Olorunto
A-27	Igbogbo Community Development Association	Mudasiru Lawal
A-29	Igueben Community Development Organisation	Francis Ojefua
A-31	Okemagba Community Development Association	
A-33	Okun-Ibeju Community Development Association	Tajudeen Ajenifuja
A-35	Oluga Community Development Association	Zaccheus Oderinde
A-37	Orile Itesi Emulu Better Life Group	Iyilola Solola
A-39	Spinal Cord Injuries Association of Nigeria	S. O. Afolabi

Pictures of trainees not related to local groups are on the pages below:

A-29 Hannah Bruhns, Prime Management Systems, Warri

Shell Petroleum Development Company of Nigeria, Limited -

A-20 Sam Adogbeji, left

A-32 O. D. Asingbi

A-29 Emma Ogueri, center

A-8 Pius Osagie

Abakuyamo Women's Group
Odeda Local Government Area

4-5 April 1990
Ogun State, Nigeria

The Five-Year Vision					
ADVANCES IN EDUCATION	TRADING LOCAL PRODUCTS	MODERN FARMING	AVAILABLE HEALTH SERVICES	ELECTRICITY IN THE VILLAGE	EASY TRANSPORTATION
Secondary School	Market	Herbicides	Maternity Centre	Electricity	Feeder Roads
		Farming Machines- Plows	Maternity Hospital		Good Roads
Improved Primary School	Market	Fertiliser Use	Chemist	Electricity	
		Cutlass and Hoes	Good Water		Good Roads
Day-Care Centre	Market	Garri Processing Machine	Hospital	Electricity	
		Farm Tools and Capital	Good Water		Good Roads

The Underlying Obstacles				
INACCESSIBLE ROUTES TO THE MARKET	NON-AVAILABILITY OF FUNDS	DO NOT KNOW WHAT IS GOING ON OUTSIDE	UNABLE TO ATTRACT GOVERNMENT ATTENTION	EXPENSIVE BUILDING MATERIALS
Poor Village Roads	Lack of Funds	Do Not Know How to Plan for Community	Do Not Know How to Contact LGA	No Materials to Build Hospital
22 km. to Market	Lack of Finance	No Available Project Supervisor	Do Not Know How to Contact LGA	Unclear Project Costs
No Transport	Do Not Know Where to Go for Money	Lack of Cooperation Among Villagers	Unable to Get Government to Build Hospital	High Cost of Building Materials
Poor Roads to Market	Agricultural Loans Do Not Reach to the Community	No Ideas About Community Planning	Do Not Know Why Government Won't Help	High Cost of Machines
No Community Transport	Individuals Have No Money to Extend Electricity	Lack of Cooperation	Unable to Attract Attention of LGA	
High Cost of Transport No Profit Left After Taking Produce to Market				

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Falilatu Salisu
*Adebisi Odeyinka
Victoria Ogunbiyi
*Mosilatu Tiamiyu
*Taibatu Adio
Oduiola Akinsanya
*Muyibatu Ogunjimi
Basiratu Fadairo
Monsura Fadairo
*Sikiratu Ogunjimi
*Birnice Akinbode
*Adedoyin Oliyide
*Ayidatu Fadairo
*Asoke Oloyede
*Fasilatu Akindele
*Ayisatu Omigade
*Nuratu Otun
Anifatu Aremu Ige
Muyibatu Akindele
*Afusatu Sobusi
*Abike Amos
*Muyibatu Oloyede
Tawakaliut Sobowale
Filicia Akiola
*Asuratu Ogunbiyi
*Ayoka Otun
Muyibatu Ayinla
*Ayisatu Atanda
*Musili Oguntade
*Asabi Rajiu
+Masuratu Fadairo
+Anifatu Ige
+Ajoke Akinola
+Adikatu Sonade
+Ejire Lawal
+Asope Akindaruja

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Kudirat Ogunbunmi
Elina Olatunji
Iyilola Solola
Dick West
+Owolola Olatunji

*present at both April and July events
+present only in July

SONG

1.
Agbe loba ki ema fi agbe
Sere eniti kobajena
Oko kilolese
2.
Eyin abge egbin isu, ki egbin ege o (2 times)
Igiti oida logba lanijye
Afi ti isale ni ladou ikogbode he
Ise okio ila koba ti esa au
Ki esu ma ran ija lowa

Abakuyamo Women's Group
Odeda Local Government Area

4-5 April 1990
Ogun State, Nigeria

The Strategic Actions							
1 Get Government Attention	2 LGA Experts Meeting	3 Invite Government to Community Meetings	4 Build Relationship with LGA	5 Visit Government for Loans	6 Get Government to Build Hospital	7 Hold Meetings with Government	A INVOLVING GOVERNMENT
8 Regular Meetings		9 Monthly Community Meeting		10 Special Issues Meeting			B HOLDING REGULAR COMMUNITY MEETINGS
11 Fund Raising Campaign	12 Indigenes Fund Raising Campaign	13 Monthly Contribution	14 Society Members Levy	15 Contributions for the Road			C ORGANISING FUND RAISING
16 Public Enlightenment Campaign	17 Mobilize Friends of Community	18 Encourage Cooperative Movement	19 Construct Bridge				D MOBILIZING COMMUNITY EFFORTS
20 Train Local People as Experts	21 Train Society Members	22 Society Training					E TRAINING FOR SELF-RELIANCE
23 Attend Outside Interchange Meetings	24 Attend Outside Seminars						F SHARING INFORMATION

THREE MONTH OBJECTIVES

Strategic Action #6 - Get Government to Build Hospital
Intent of Action - To allow the mothers to give birth with help of doctors
Three Month Objective - Foundations done

REPORT IN JULY - 6 plots of land acquired; invitation to LGA to inspect site and give approval has not been accepted
NEXT THREE MONTH'S OBJECTIVE - to get up to building level by using money in hand for blocks to start

Strategic Action #8 - Regular Meetings
Intent of Action - To allow all members to participate fully
Three Month Objective - Society members fully participating

REPORT IN JULY - 6 meetings held in member communities; hard to get people to meetings in midst of planting season

Strategic Action #13 - Monthly Contributions
Intent of Action - To raise more funds
Three Month Objective - One thousand naira

REPORT IN JULY - regular contributions being made; 1200 Naira realised; spent part of on road project and part on clearing hospital site

Strategic Action #19 - Construct Bridge
Intent of Action - For easy transport of produce to market
Three Month Objective - Bridge constructed

REPORT IN JULY - People from 3 villages worked for a week to carry sand and clear grasses in order to build a bridge so vehicles can now enter the community
NEXT THREE MONTH'S OBJECTIVE - Build a second bridge

Kudirat Ogunbunmi, trainee from Abakuyamo, furthest right in circle at Ibafo meeting

The Five-Year Vision						
FOOD PROCESSING	UTILITIES AVAILABILITY	TRADING LOCAL PRODUCTS	MODERN FARMING	ACQUIRING TRANSPORT	ALIKAMA COMMUNITY WORKSHOP	ADVANCED EDUCATION
Rice Milling Machine	Electricity	Daily Market	Cutlass & Hoes	Ploughing Machine	Waste-to Wealth	More Primary School Blocks
	Hospital	Alikama Market	More Fertiliser	Cooperatively-Owned Vehicle	Textile Industry	
	Pedestrian Bridge across Expressway	Restaurant				
Garri Processing Workshop	Pipe-Borne Water	Functioning Chemist	Herbicides	Good Roads	Modern Houses	Nursery School
	Post Office	Community Bank				

The Underlying Obstacles				
UNABLE TO ATTRACT ATTENTION OF GOVERNMENT	INACCESSIBLE ROUTES TO THE MARKET	NON-AVAILABILITY OF CAPITAL	UNRELIABLE PUBLIC TRANSPORTATION	EXPENSIVE BUILDING MATERIALS
Unable to Get Government to Build Hospital	22 Miles to Market - No Profit	Unable to Raise Money in Community for Electricity	Poor Village Roads	Only Traditional Storage
Do Not Know Where to Go for Loans	Careless Neighbouring Community	Inadequate Funds	Unservicable Public Transport	No Building Materials to Construct Food Storage
Agriculture Money from Government Doesn't Come to Farmers	High Risk in Selling Local Goods	Individuals do not have Money for Fishing & Hunting Materials		
Unclear Project Costs	Customers do not Come to Village Market	High Cost of Books		
Expensive Road Project Cost	Too Far to Suitable Land	Manual Garri Processing		
Don't Know Why LGA Doesn't Help				
Unable to Attract Attention of LGA				
Non-available Project Supervisor				
Careless Government Attitude				

Rashidi Dairo, Ibafo trainee, translating for Owolola Olatunji at Ibafo meeting

The Strategic Actions			
1 Electricity & Water in the Market	2 Improve Market Drainage	3 Offer Credit	A MARKET
4 Daily Market	5 Tunnel Under the Road	6 Shops Which Can Be Locked	
7 Parking Spaces	8 Create Turnaround at Market	9 Build Pedestrian Bridge	
10 Continue Alikama/LGA Committee Work	11 Regular Presence in Community & LGA Meetings	12 Follow-up On DFRRI	B GOVERNMENT
13 Expand the Money Pool			C MONEY

THREE MONTH OBJECTIVES

Strategic Action #1 - Electricity & Water in the Market
Intent of Action - To provide pure water and adequate electricity in the market for lighting and machine operation
Three Month Objective - Electric poles will be placed
REPORT IN JULY - Acquired pumping machine; built generator house; obtained 6 KVA generating plant from LGA who were impressed by our achievements; bought 250 electric poles for 4000 Naira

Strategic Action #4 - Daily Market
Intent of Action - So that we have enough food in the village
Three Month Objective - Two locked shops
REPORT IN JULY - built 10 new shops with parking space; about 5000 people in market every 9 days

Strategic Action #11 - Follow up on DFRRI
Intent of Action - To provide good road
Three Month Objective - Road graded by DFRRI
REPORT IN JULY - DFRRI's brought a grader but it broke down; still working on it

FOR NEXT THREE MONTHS:
Strategic Action #3 - Offer Credit
Intent of Action - To provide needed cash - with written agreements
Three Month Objective - Payments according to agreement

Strategic Action #6 - Shops Which can be Locked
Intent of Action - To provide security for marketers
Three Month Objective - At least two completed locked shops

Strategic Action #13 - Expand the Money Pool
Intent of Action - To provide money through weekly contribution
Three Month Objective - To collect 1000 Naira

Additional Action #14 - Create Garri Factory
Intent of Action - To increase our income-producing capacities
Three Month Objective - 1 grounding and 4 presser machines in place

SONG - each line 3 times
All farmers please try to plant
the cassava and yams.
If I do not know anything about education,
I am proud of farming work.
If you do not want hunger in the city,
you have to try to plant and cultivate.

No. 1
Eyin agbe kegbinsu, ki egbege o (2 e)
Ti owinje ba ntan lo ni gboro.
Ki epa da wa le kia
Eyin agbe kegbinsu ki egbege o (2 ee)

No. 2
Eba mi gbe agbe yi laruge
CHORUS: Owin ani langbe laruge (2 ee)
Ebanni gbe Nirado laruge o
Eba ni gbe Jim, Dick, Mangala, Owolola, Elina, etc.
CHORUS: Owin ani langbe laruge
Etin bawa gbe Alikama laruge
Egbe gbe lemi owin laruge

No. 3
Ise kimi agbe nse ti emo?
CHORUS: Oko lagbe nro ti mo mo o.
Ise kimi agbne nse ti emo?
CHORUS: Eja lagbe npa ti mo mo o.
Ise kimi agbe nse ti emo?
CHORUS: Ode lagbe nse ti mo mo o
Ise kimi agbe nse ti emo?
CHORUS: Eran lagbe npa ti mo mo o
Ise agbe ni se ile wa, Eni ko sise yis mo
Jale, iwe kiko laini oko, tabi ada, ko ipe o
Ko ipe o (2 ee)

PARTICIPANTS
*Mr. Daniel Oludotun
*Mr. Abidemi Leshe
*Mr. Naidi Adekanle
*Mr. Mufu Makinde
Mrs. Iyabo Legbo
Mr. Afolabi Balogan
*Mrs. Fatima Olonulugo
*Mr. Michael Oduleye
Mrs. Iyabo Sunday
Mrs. Fatimo Balogun
Mrs. Kehinde Leslie
*Mr. Jimo Garuba
*Mr. Sunday Legbo
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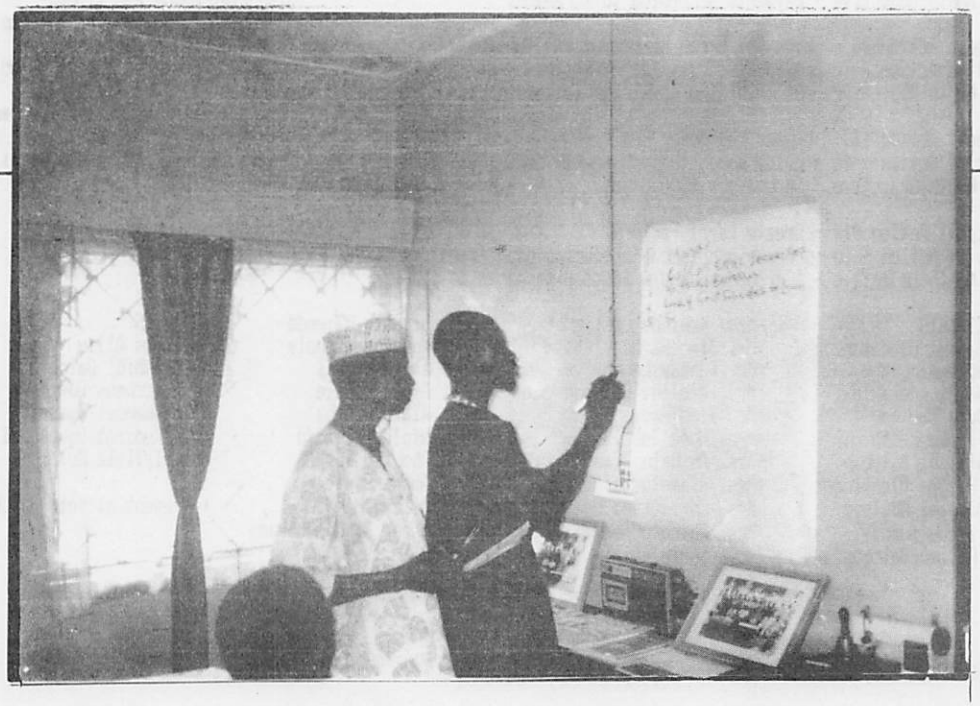
*Mr. Owolola Olatunji
Mr. Jim Troxel
Mr. Dick West

*=present at both March and July Meetings

The Five-Year Vision				
SUITABLE FARM LAND	MODERN AGRICULTURAL MACHINERY	FINANCIAL RESOURCES	IMPROVED MARKETING	FARM ACCESSIBILITY
Cooperative Farm Land	Availability of Agricultural Machinery	Funds Availability	Modern Markets	Accessible Roads
	Access to Modern Machines	Funds	Marketing and Storage Facilities	Good Roads
	Food Processing Machines		Harvesting and Storage	
Availability of Farm Land	People to Work on Farm	Available Loans	Improved Marketing System	Good Feeder Roads
	Good Leadership Facility	Fund Raising	Pipe Borne Water	Community Transport

The Underlying Obstacles				
INADEQUATE LEADERSHIP POTENTIAL	ACTS OF GOD	INADEQUATE TECHNICAL KNOWHOW	ACTS OF INDISCIPLINE	INADEQUATE FINANCIAL BASE
Lack of Cooperation	Sickness	No Sound Agricultural Knowledge	Dishonesty	No Financial Resources
No Unity and Cooperation	War	Lack of Agricultural Training	No Honesty	Bad Government - No Resources
Lack of Foresight	Death	Improper Accounting	Indiscipline	Law Prevents Occupying Land
Disunity	Natural Disasters	Lack of Cooperative Education	Laziness	No Suitable Farm Land
Lack of Unity	Ill Health			
Bad Leadership				
Lack of Good Leadership				



Asos Alliu, Ifo trainee, at Alikama Skill event

Alikama-Ifo Sector Group
Ogun State, Nigeria

2-3 April 1990

The Strategic Actions							
1 Organise Training	2 Constant Training	3 Attend Workshops Regularly	4 Regular External and Internal Leadership Courses	5 Occasional Technical Courses	6 Regular Cooperative Courses	7 Educate People to Loyalty to Community	A TRAINING GROUP MEMBERS AND LEADERS
8 Research Finance Sources for Farmers	9 Community Fund Raising Campaign	10 Publicity on Government Liaison	11 Cooperative Bank	12 Organise Fund Raising Through Community Efforts	13 Thrift Loan from Community		B ORGANISING FUND RAISING
14 Constant Meeting	15 Cooperative Campaign	16 Regular Meetings Emphasising Love	17 Regular Attendance	18 Community Campaign for Cooperation	19 Village Leadership Examination		C HOLDING CONSTANT MEETINGS
20 Project Practicalisation Programmes	21 Community Garri Processing	22 Encouragement by Demonstration	23 Rigid Disciplinary Regulation	24 Community Constitution			D DEMONSTRATING PRACTICAL PROJECTS
25 Pray to God to Avert Disaster		27 Act of God (Hallelujah)					E PRAYING CONSTANTLY

THREE MONTH OBJECTIVES

Strategic Action #8 - Research Finance Sources for Farmers
Intent of Action - To generate fund for cultivation and garri processing
Three Month Objective - One hundred thousand naira only
REPORT IN JULY - Invited bank manager to inspect the farm; filled out loan application forms

Strategic Action #12 - Organise Fund Raising through Community Efforts
Intent of Action - To build up capital for co-operative farming
Three Month Objective - A loan of fifty thousand nairs
REPORT IN JULY - Account opened; voluntary donations made at each meeting

Strategic Action #14 - Constant Meeting
Intent of Action - To have one mind to help others to meet commitments
Three Month Objective - To have met two times each month
REPORT IN JULY - Held regular meeting every two weeks; sent circulars including members outside Ifo

Strategic Action #22 - Community Garri Processing
Intent of Action - So the community will have sufficient food
Three Month Objective - To bring more money to the community
REPORT IN JULY - Farm acquired and cassava planted and ready to harvest; With no processing machine, some of the cassava will spoil.

SONG

No. 1
To ri na awa nyo
To ri na awa nyin baba
To ri olowa seun ara
To ri na awa ndupe

No. 2
A o ka a o ti ako ba duro
A o ka a o ti ako ba rewesi
Ohun gbogbo ti a ba nse o yio nere

No. 3
Se wa lalikaaa
Se wa lalikaaa
Se wa lalikaaa
Ti omu eso re re wa le
To nau're wa a lo

No. 4
Ise agbe ni'se ile wa
E ni ko sise a ma jale
Iwe kiko layiesi oko pelu ada
Ko yi pe o
Ko yi pe o

OTHER ACTIONS REPORTED OR NEW ACTIONS TO BE DONE IN NEXT THREE MONTHS:

Strategic Action #4 - Regular External and Internal Leadership Courses
Intent of Action - Trained leaders
ALREADY ACCOMPLISHED - J.I. Aliu attended two-week course on project management sponsored by PAID and paid for by Ford Foundation
Three Month Objective - To set up courses using training of Aliu and that of S. Omu of Alikama who was in a similar course on bookkeeping and marketing

Strategic Action #13 - Thrift Loan from Community
Intent of Action - To provide needed finances
Three Month Objective - 1000 Naira in hand

Strategic Action #17 - Regular Attendance
Intent of Action - To stimulate loyalty of members
Three Month Objective - Prompt and regular attendance at meetings

Strategic Action #24 - Community Constitution
Intent of Action - To strengthen our group
Three Month Objective - Draft of a constitution written

PARTICIPANTS

*Mr. Joseph Ijaola Aliu
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*Mr. Samson Anilokunrin
Mr. Ambali Isholande
Mr. Natgabuek Uhaika
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Mr. Matemilola Simion
*Mrs. Marian Adio
Mrs. Janett Olaifa
Mr. Emmanuel A. Olaifo
Mr. Michael Atanda Olsolabi
*Mr. Isaac Adebowale Young
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Mr. Akanbi Kusumofu
Mr. S. A. Akinhanmi
*Mrs. M. Oketokun
Mr. Lasisi Adeogun
Mrs. Morenike Oguntade
*Mrs. Safiatu Fatoki
Mrs. Kaliatu Taiwo
*Mr. R.Oladunjoye
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Mrs. Victoria Taylor
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+Mrs. S. Wasiu
+Mrs. M. Kolawole
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Mrs. Kusili Kolawole
*Mr. Ramoni Akinleye
+Mr. M. A. Aliu
+Mrs. S. Fatoyingo
+Mr. D. A. Adeyemi
+Mr. L. Adeoshun
+Mr. S. O. Subairu
+Mrs. D. Shobeyo
+Mrs. F. Oladunjoye
+Mr. J. Ayinla
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+Mrs. F. Akinyele
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* = present both in April & July
+ = present only in July

The Five-Year Vision					
ARABLE FARMING	COMMUNITY SOCIAL AMENITIES	MECHANISED FARM EQUIPMENT	FOOD PROCESSING INDUSTRY	LIVESTOCK FARMING	MARKETING FACILITIES
Tomatoes, Banana, Pineapple Plantation	Training Center for Farmers	Rice Harvesting Machine	Ground Nut Oil Factory	Piggery	Storage Facility
100 Acres Cassava and Maize Plantation	Graded Farm Road	Society Owned Tractor	Garri Processing		Big Open Market
10 Acres Rice Plantation	Community Hospital			Poultry Farm	
50 Acres Yam Plantation	Electrification	Planter	Ice Cream Factory		Rice Exportation
2 Acres Vegetable Farm	Pipe Borne Water	Society-Owned Vehicle (Transport)	Hatchery	Fish Pond	Selling Centres

The Underlying Obstacles			
NON-EFFECTIVE AGRICULTURAL POLICY	OUTDATED UNSKILLED FARMING METHODS	UNRELIABLE NATURAL EXPECTANCY	NEGLECTED ROAD MAINTENANCE
Unavoidable Price of Equipment	Non-foraal Training	Unpredictable Weather Conditions	Roads to Interior Rough
Unable to Raise Funds in Community	Training Expensive	Public Veterinary Drugs	Irregular Public Transport
High Cost of Machinery	Dependence on Manual Farming	Increase of Pests and Insects	Long Distance Between Farm and Homes
Inadequate Funds	Limited Knowhow of Farming		
Expensive Storage Building Materials	Manual Garri Processing		
No Capital Fund for Community Utilities			
Land Tenure System			

SONGS

1.
Awa alase ye odaju (2ce)
Iaole aiye kebi aa pa ni
CHORUS Awa alase je!
Adako aroko kale r'onje je
Ka ran ra wa loso ka ran lu lowo
NIRADO ti de ka te se waju o
Koko ko je kaya tun je
Alikaaa eku ise o
Olorun wa lagbara wa
NIRADO ti di ka te se waju o
Ka se rere fuu teru tomo
Gbogbo ilu eba wa kalo

2.
Ise agbe ise ere
Ise agbe ise ola
Eni ase eni aje
Ise agbe ko lase nu
Iaole aiye asori re

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J. Olu Olowe
Olusegun Oliyide
*Oluyemi Showole
Aliu Olinyide
*George Adeleye
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Mrs. Mudikatu Oliyide
Mrs. Emily Immanuel
Mrs. Abigal Showole
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Mr. Olufemi Shokolu
Mr. O. Oludunsoye
Mr. Olusosa Adedinan
Mr. M. A. Amosuyi
Mr. E. Olusehide
Mr. Inaidi Ogunewhu
Mr. K. Oliyide
Mr. R. Oliyide
Mr. F. Adesemiye
Mr. Sunday Olusegun
Mrs. Iyaso Balogun
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Mr. J. I. Aliu
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+Mr. Kasali Adeleke
+Mr. Olugemi Shokolu
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Mr. Rashidi Dairo
Mrs. Mangala Gavai
Mr. Pius Osagie
Mr. Owolola Olatunji

* = present both in April and July
+ = present only in July

The Strategic Actions					
1 Digging Well with Community Labour	2 Dig Well for Local Irrigation	3 Digging Well on the Farm	4 Cutting of Local Materials for Building		A GENERATING WATER SOURCES
5 Clearing and Filling Pits on the Road with Community Effort	6 Hire Grader for Road Reconstruction	7 Clearing Rough Roads to our Farms	8 Road		B RESURFACING OF ACCESS ROAD
9 Renting 20 Acres for Cassava	10 Planting 10 Acres Cassava, Maize & Rice	11 Planting 30 Acres of Rice	12 Organise Meeting for Farm Work thru Workdays	13 Lease of Farm Land	14 Planting 50 Acres of Yam	C EXPANDING FARM PROJECT
15 Visit Agricultural Setting for Short Training		16 Inviting Training Experts		17 Training for Members		D SETTING UP REGULAR TRAINING PROGRAMMES
18 Writing to Government for Recognition & Aid		19 Launching Within the Society		20 Fund Raising		E CREATING FINANCIAL PROGRAMMES

THREE MONTH OBJECTIVES

Strategic Action #1,2,3 - Digging Well
Intent of Action - For drinking and irrigation
Three Month Objective - Completion of the well

REPORT IN JULY - Well site located; well dug in five days as communal effort

Strategic Action #9 - Renting 20 acres for cassava and maize
Intent of Action - To increase food production
Three Month Objective - Planting completed

REPORT IN JULY - Up to 40 acres was located, 30 acres planted with cassava and maize. Land is fertilised so crops are doing well. Land is far from village and transportation is difficult. Ants in bush are bad and labourers are expensive.

Strategic Action #10 - Planting 10 acres of rice
Intent of Action - To provide food for the community
Three Month Objective - Rice planted

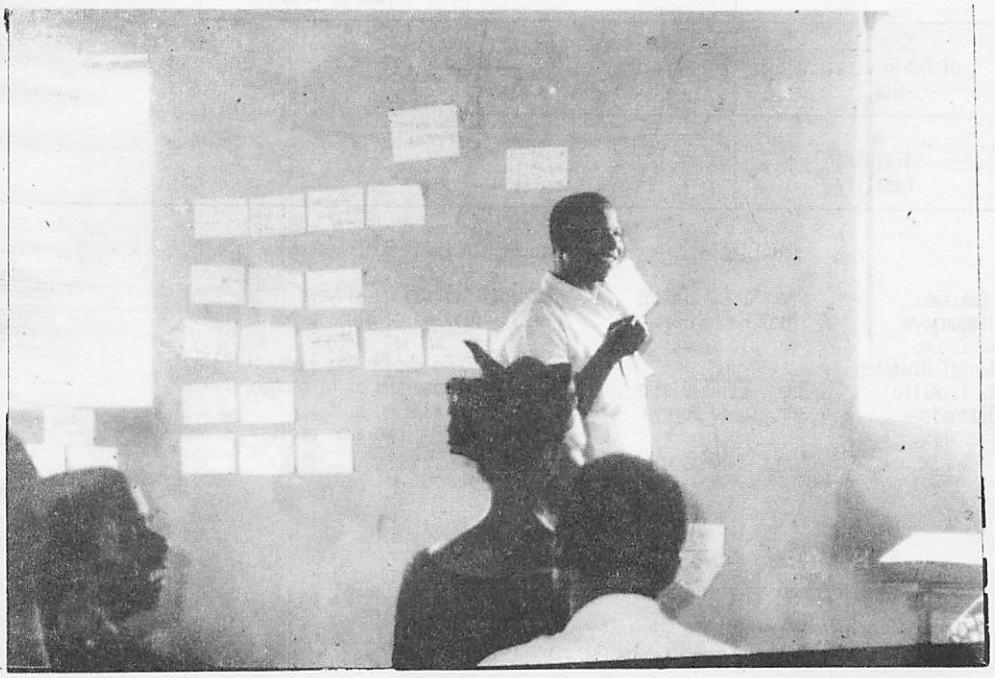
REPORT IN JULY - Members planted 20 acres of rice; individuals contributed money to pay the labourers

ADDITIONAL ACCOMPLISHMENTS AND ACTIONS FOR NEXT THREE MONTHS:

Now have total of 150 acres of land in hand.

Strategic Action #4 - Cutting of Local Materials for Building
Intent of Action - To use what is available to make what is needed
Three Month Objective - To have built a storage building

Strategic Action #18 - Writing to Government for Recognition and Aid
Intent of Action - To provide more adequate base for our group
Three Month Objective - To get registered with the Local Government Area office



Pius Osagie, Shell trainee, at Light event

The Five-Year Vision

HEALTH SCHEME	INCREASED FOOD PRODUCTIVITY	AGRICULTURAL RELATED INDUSTRY	ALIKAMA TRAINING SCHEME	CENTRAL STORAGE AND MARKETING FACILITIES	EFFECTIVE MANAGEMENT STAFF	GOOD GOVERNMENT REPUTATION
Extended Good Health Care	Fertiliser Distributor	Food Processing Machine	Skills Training Centre	Open-Market Outlets for Agri. Produce	Strong Central Administrative Body	Government Recognition and Aids
		Garri and Cassave Processing Machines	Vocational Skills Programme	Modern Storage		
Hospitals	Fertiliser Provided to Sectors	Technology (Processing Machines)	Educational Quizzes and Rural Schools	Improved Storage Facilities	Workshop	Need Government Aid
	Improved Irrigation & Seedlings	Agricultural Related Industries	Training of Honest & Creative Rural Children	Improved Transportation	Employed Administrative/ Executive Staff	
Good Health Scheme for Farmers	Good Farm with Irrigation for Bumper Harvest	Workshop to Build Agro-Allied Machines Locally	Adult Education and Library Schemes	Good Road and Transport	Effective Group and Central Accountability	Government Relationship to Influence Rural Amenities
		Import/Install Machines/Tools for Assembly and Refurbishing	Training Programmes for Members	Storm Canal (Channelisation)		
			Improved Skills Department			

The Underlying Obstacles

INSUFFICIENT INFORMATION EXCHANGE	LACK OF PAID STAFF	INADEQUATE FINANCIAL BASE	LOW PARTICIPATION	NO PERMANENT OFFICE
Ineffective Communication System	Lack of Staff Employment	Lack of Funds	Slow Response to Council Meetings by Members	No Machines and Equipment
No Means of Transport for Connection	Inadequate Administration	Inadequate Contributions to Levy	Irregular Meetings of the Executives	Inadequate Facility and Furniture
No Transport	Inadequate Manpower	Inadequate Contributions by Members	No Cooperation	Non-Availability of Secretarial Equipment
Bad Road to Farm	Inadequate Volunteers	Inadequate Finance	Government Failure in Time of Need	
Lack of Communication	Shortage of Administrative Staff	No Funds		
Bad Roads	No Training Facility			

PARTICIPANTS

Mr. A. Solagbede
Mr. Rashidi Dairo
*Mr. J. A. Oladipupo
Mr. J. I. Aliu
*Mr. J. B. Olasunkade
*Mrs. S. Fatoki
Mrs. Bamisebi
Mr. Oladunjoye
*Mr. S. T. Dau
Mr. Daniel Oludotun
#Mr. A. I. Alliu
#Mr. Oladunjoye

FACILITATORS

Mr. S. O. Afolabi
Miss Hannah Bruhns
Mr. Jim Troxel

*Mrs. Elina Olatunji
*Mr. Tunde Sokeyo

*present also on 27 July
#present only on 27 July

SONG - ALIKAMA WUMI

Solo: Alikama wu mi yeye)
All: Alikama re mi jojo) 2 times

Solo: Onbo gbogbo eda laye,
Onpose tun ai ni gbogbo,
Alikama wu mi O
Oluranlowo auon otosi

Alikama Management Group
Ikeja Local Government Area

Lagos State, Nigeria
11-12 April 1990

The Strategic Actions								
1 Awaken 9 More Communities	2 Awaken Individual Members	3 Delegates Attend Every Meeting	4 Attendance to Scheduled Meetings	5 Monthly Delegates Meetings	6 Visit Other Communities	7 Constant Members	8 Encourage Participation	A CREATING AWARENESS AMONG CURRENT AND POTENTIAL MEMBERS
9 Procure Cassava Processing Machines	10 Inventory and Coordinate Skills in Sectors	11 Do Training for Machinists	12 Supervise Skills Training Programme	13 Provide a Skills Training Centre	14 Identify New Skills Needing Training	15 Provide Skills Development Training Centre		B IMPROVING TRAINING SKILLS CENTRE
16 Provide Workshop Tools to Skill Centre	17 Plan the Planting Season	18 Conduct Planning Workshops for Management & Staff	19 Ensure Success of all Demonstration	20 Supervise the Sector Task Forces	21 Work on Sector Relations with Government			C PLANNING FOR ALIKAMA AND SECTOR SUCCESS
22 Employ a Few Paid Staff	23 Staff Liaison Officer for Each Sector	24 Encourage Competent Volunteers for Sectors for Administration	25 Recruit Part Time Paid Staff					D DEVELOPING EFFECTIVE MANAGEMENT
26 Sales, Levies, Dues, Contributions from Sectors	27 Utilise the Member's Income Effectively	28 Levy All Sectors to Acquire Permanent Office	29 Fund Raising thru Individuals and Sectors					E DEVELOPING ALIKAMA LEVY SYSTEM

THREE MONTH OBJECTIVES SET ON 12 APRIL

Strategic Action #1 - Awaken 9 More Communities
Intent of Action - To encourage effective participation, enlighten rural dwellers about cooperation in community development
Three Month Objective - Three more communities involved

REPORT ON 27 JULY 1990

Visited all areas, recruited some new members, included three villages are in IFO LGA so accomplished three month objective

Strategic Action #20 - Supervise the Sector's Task Forces
Intent of Action - To ensure success of all sectors
Three Month Objective - Close supervision of all sectors

Held meetings as scheduled, those present contributed 2 Naira each

Strategic Action #29 - Fund Raising through Individuals and Sectors
Intent of Action - To organise effective central administrative fund and enhance credit scheme to sectors
Three Month Objective - Plan for fund raising programme to raise 208,000 Naira in 12 months

Visited two foundations, Ford Foundation visited societies
Additional accomplishment was that through Ford Foundation two Alikama people participated in training by Pan African Institute for Development

THREE MONTH OBJECTIVES SET ON 27 JULY

Strategic Action #29 - Fund Raising
Intent of Action - To implement the group's programme
Three Month Objective - To have submitted proposals to funding agencies and to hold an official fund raising in October

Strategic Action #23 - Liaison Officer for each Sector
Intent of Action - For more effective communication and interaction
Three Month Objective - To have an officer from each sector by holding elections in each sector

Strategic Action #9 - Procure Cassava Processing Machines
Intent of Action - To increase income generating possibilities
Three Month Objective - To have two pressing machines, two grinding machines

Skendy Omu, Alikama Mgt. trainee, center at Alikama Skill meeting

The Five-Year Vision

MORE BUSINESS DEVELOPMENT	MORE EFFICIENT EQUIPMENT	GOOD CAPITAL BASE	LARGER SCALE PRODUCTION	GOOD ALIKAHA SKILLS ORGANISATION
Publicity of the Skills	More Equipment (power tools)	Government Financial Assistance	Good Machinist Workshop	Good Administration
	Six New Sewing Machines		Carpentry Workshop Up to Standard	
Government Patronizing			Training Centre For More People	
	More Tie & Dye Materials	Community Campaign To Raise Funds	Catering Section	Good Leadership
Marketing Increased			Good Tie & Dye Workshop	
	More Amenities (equipment, parts)		Fashion Centre	

The Underlying Obstacles

INADEQUATE MANAGEMENT SKILLS	UNSTEADY COMMODITY SUPPLY	LIMITED COLLATERAL POSITION	BUREAUCRATIC GOVERNMENT SUPPORT	INADEQUATE GRASSROOT INFORMATION	EXCESSIVE INFLATION RATE
Cheap Labour	Irregular Power Supply	Problems of Acquiring Loans	Harsh Government Laws on Business Organisations	Lack of Awareness (inadequate info)	Unstable Cost of Amenities
Shortage of Manpower	Delay in Delivery of Goods Purchased	Lack of Funds	Inadequate Government Support	Bad Public Relations	Inflation
Inadequate Technical Know-how	Scarcity of Raw Materials	Difficulty in Obtaining Funds	Limited Trust		
Lack of Manpower	Equipment not Durable	Insufficient Sources of Capital	Insufficient Government Aid		
Employing Family Members	Inadequate Land for Expansion				
Insufficient Cooperation	Problems of Sources of Equipment				
Inadequate Training Program					
Disunity and Indiscipline					
Undedicated Workers					

PARTICIPANTS

Prince Ade Durotoye
Samuel Eka
Effiong Essien
Mathew Alliu.
G. A. Hanstrup
Bose Patrick
Skendy Oau
Chief Oruseyi Shadare-Trevor
Chief P. Olu Omosanye
Mrs. Deborah Olasunkade
O. A. Adeliyi
Mr. Joseph Olasunkade
Mrs. Omowunmi Adelwoyin
Mrs. Adejare N. A.
Mr. Aremu M. S.
Mr. Surajudeen Oluyori
T. Asofe
E. O. Adewoyin
Mr. Joseph Aliu
Sunday Oau
Amos I. Alliu
Dupe Ojo
Mrs. Elizabeth Adeleke
Mrs. Christiana Okele

GUESTS from Ikeja LGA

Mr. A. Babatunde Agbofuja
Mr. Olusegun Ariyo, Manser
Bolaji Tajudeen, Manser

FACILITATORS

S. O. Afolabi
Hannah Bruhns
Rashidi Dairo
Jim Troxel

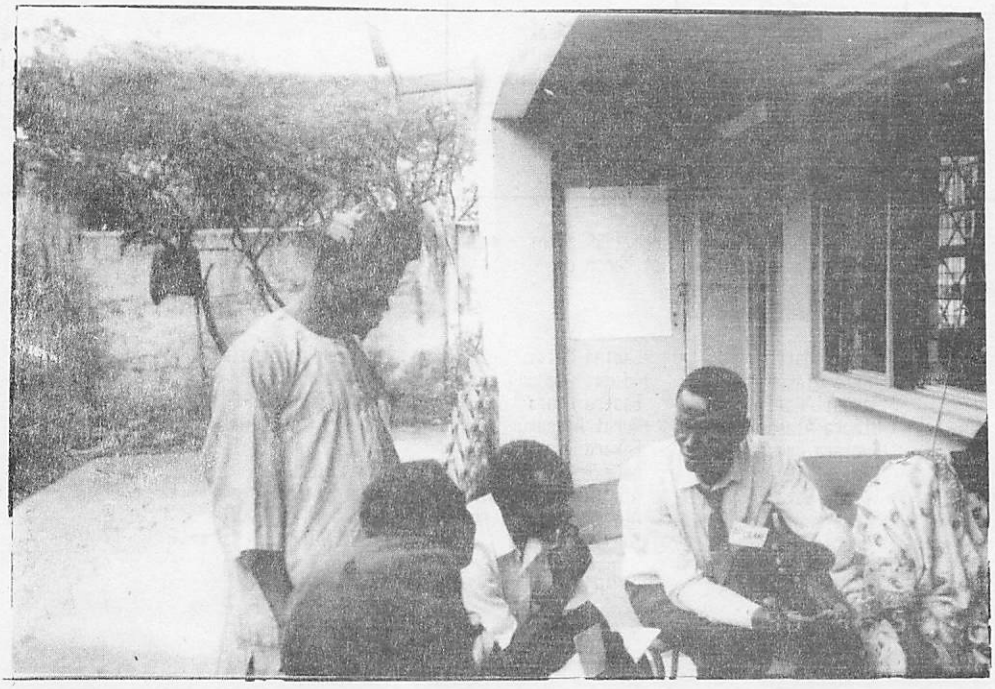
The Strategic Actions							
1 Modern Campaign	2 Educate Community	3 Encourage Training	4 Exposure at Seminars & Trade Fairs	5 Exposure through Training	6 Training of Skills	7 Mass Media for Meetings	A IMPROVING PROF. & MARKETING SKILLS
8 Government Recognition and Aid	9 LGA Breakthru	10 Leaders Liaise with Government Ministries	11 Hold Regular Dialoques with Government	12 Effective Price Control			B IMPROVING GOVERNMENT RECOGNITION & AID
13 Membership Levy	14 Inculcate Membership Contributions	15 Fund Raising thru Cooperative and Individuals	16 Encourage Fund Raising				C ENCOURAGING MEMBERSHIP FUND-RAISING
17 Bulk Purchase and Improve Production Costs	18 Increase Existing Production	19 Agricultural Involvement	20 Get Other Sources for Supplies & Credit				D INCREASING EFFICIENT PRODUCTIVITY
21 Get Substitutes through Research	22 Technology Development	23 Import Substitutions					E IMPROVING TECHNOLOGY THRU RESEARCH
24 Management to Listen to Workers' Views	25 Vocational Organisation						F IMPROVING EFFECTIVE ADMINISTRATION

THREE MONTH OBJECTIVES

Strategic Action #6 - Training of Skills
Intent of Action - To provide training in machine repair, sewing, dyeing
Three Month Objective - To own a central workshop adn work tools

Strategic Action #8 - Government Recognition and Aid
Intent of Action - To enable the government to recognise the association and to render possible assistance
Three Month Objective - LGA Chairman to visit centre

Strategic Action #15 - Fund Raising thru Cooperative and Individuals
Intent of Action - To provid training facilities & programme
Three Month Objective - 10,000 Naira



Joseph Olasunkade, standing, Alikama Skill trainee at Alikama Skill meeting

The Five-Year Vision

MODERN MARKET	IMPROVED ROADS	POULTRY FARM	IMPROVED COMMUNITY FARMING	SEWING FACTORY	IMPROVED CHILDREN'S CLUB	PIPED WATER	COMMUNITY STREET LIGHTS	RECREATION CENTRE

1-community street lights
2-improved community farming
3-health center into hospital
4-improved drainage system
5-sewing factory
6-improved children's club
7-improved adult literacy
8-piped water supply
9-CDA-owned secretariat
10-agriculture and fishing
11-CDA poultry farm
12-improved roads
13-center for general training
14-recreational center
15-modern market
16-post office
17-beautification of area
18-children's club into a nursery school
19-good transport system
20-gainful employment for everyone
21-stadium
22-lagoon jetty
23-police station
24-petrol station
25-utility of local resources
26-exporting fish
27-animal husbandry
28-cassava processing industry
29-public toilets
30-concrete block factory
31-community cleaning system
32-library

The Underlying Obstacles

UNTAPPED FINANCIAL RESOURCES		UNABLE TO GET PROFESSIONAL ASSISTANCE	TOO NARROW PARTICIPATION BASE	UNDEVELOPED AGRICULTURAL PLAN	LIMITED INCOME GENERATION OPPORTUNITIES
Inadequate Finances	Hard to Get Government Land Approval	Lack of Effective Personnel (tech., engr., teacher)	Lack of Interest	No CDA Farming Cooperative Society	Slow Process of Income Generation
Untapped Financial Resources	Insufficient Playing Toys	High Rate of Illiteracy	No Community Interest	Land Not Available	No Assets on Which to Borrow
Expensive Poultry Feed	Unavailability of Sewing Machines	Unresearched Material Sources (community farm)	Uncompromising Attitude of Community	No Permanent Community Centre	Too Few Income Generating Projects
No Government Aid	Lack of Sewing Machines	Poor Leadership Skills	Expectation Too High	Land Provision Process too Complicated	
Gap between Govt. Resources and Community Need	Lack of Transport to Outside Market	Poor Management Skills	Community Not Mobilised	No Irrigation System	
Securing Government Help	No Community-Owned Vehicle	Lack of Training Facilities	Irregular Meetings		
		Poor Use of Fertiliser	Weak Parents Association		
		No Town Plan	Traditional Mind-set		

SONGS

1.
Awa ogo Ebute ee: ade o ade to wo to wo
Awa ogo Ebute ade o ade e tola tola
Awa ogo Ebute ade o ade e tile tile?
Eda ti o mose, ko ka lo ni
Ebute, ka lo sawo-o ni ile Owolola o,
Asuu gbagbe oni kan wa o
Gbena wa ai so ogo okunkun

2.
Ayo abari gbogbo wa,
Ayo ayo abari gbogbo Mangala ti gba ayo de o
Ayo ayo abari gbogbo wa

3.
Were lo lobawa see (2 ee)

4.
Community yii dara, awa legbe idagba soke
Egbe rere legbe wa
Molayo lati je ban o
Ara eba wa ba klo
Egbe yola legbe ye u
Awa le gbe idegba sobe sobe

PARTICIPANTS in 17-18 March 1990 event - *also follow-up on 21 July 1990 - #at July meeting but not March one

ECDA MEMBERS

*Yemisi Matti
*Idris Olatunji
Samusi Anofi
Nimota Alashe
Owolara Famuga
Tawakalitu Akinyemi
Isiaka Saka
*Oludayo Babatunde
*Moroof O. Bello
*Muyideen Sarumi
Rafiu O. Raji
Mufutau Jimoh
Adijat Oyebowale
*Morofu O. Rabiu
*Lamina Matti
*Adijat Asodun
Basiru Anofi
*Murat Ajanaku
Edward Itobrose
Amudat Ajanaku
Alh. Rasheed Lamina
Alh. Musiliu O. Abiru
#Shakiru Kafaru

OTHERS

Sefiu Ogunyemi
Alex M. Sharta

TRAINEES

Tajudeen Ajenifuja
O. D. Asingbi
Hannah Bruhns
Mudasiru Ade Lawal
Adijat Oguntolu
S. T. Olorunto
*Tunde Sikiru Sokeyo

FACILITATORS

Mangala Gavai
*Shirley Heckman
*Elina Olatunji
*Owolola Olatunji
Jim Troxel
Dick West

The Strategic Actions						
1 Fund Raising Campaign	2 CDA Member Levy	3 Finance Proposals	4 Membership Drive			A FUND RAISING
5 Special Issues Meetings	6 Encouraged Cooperative Movement	7 Public Enlightenment Programme	8 Mobilise "Friends of Community"	9 Monthly Community Meetings		B INFORMATION SHARING
10 Get Government Attention	11 Sewing Industry Launched	12 Marketing Plan for Current Products	13 Partnership Businesses	14 Establish Poultry Farm	15 Acquire Agricultural Land	C ESTABLISH COTTAGE INDUSTRIES
16 Train CDA Trainers	17 List Important Available Professions	18 Local People Trained as Experts	19 Qualified Nursery School Teacher	20 Regular Community Training		D TRAINING FOR SELF-RELIANCE
21 Experts Feasibility Study	22 LGA Experts Meetings	23 Government Programme Familiarisation Meetings	24 Traditional Ruler Involvement			E DEVELOPING MUTUAL RELATIONSHIPS

THREE MONTH OBJECTIVES set at March planning	REPORT at July meeting
Strategic Action #1 - Fund Raising Campaign Intent of Action - To generate funds for development Three Month Objective - One million Naira	Launching postponed to November
Strategic Action #6 - Encouraged Cooperative Movement Intent of Action - To be recognized by the government Three Month Objective - Farmers' Co-operative Society	Recruited 15 people for cooperative, visited state ministry to discover resources, meeting regularly
Strategic Action #9 - Monthly Community Meetings Intent of Action - To encourage community to attend Three Month Objective - Community attending meetings	Meetings are being held
Strategic Action #11 - Sewing Industry Launched Intent of Action - To provide employment and generate funds in the community Three Month Objective - 7 tailors full-time on contract	Have 10 sewing machines, tax certificate needed before contracts in hand can be signed, LGA office has given a letter of recommendation to help in getting tax clearance.

Added at July meeting:
Strategic Action #15 - Acquire Agricultural Land
Intent of Action - To plant, harvest & market cassava on land donated for ECDA use
Three Month Objective - The cassava planted

Tunde Sikiru Sokeyo, Ebute-Olowo trainee, left at Ebute-Olowo meeting

The Five-Year Vision				
FARM IMPLEMENT FACILITY	PUBLIC UTILITIES	FARM INDUSTRIES	FOOD PROCESSING	COMMUNITY WELFARE STRUCTURES
Cutlass and Hoes	Supermarket	Fish Pond	Bakery	Secondary School
Bulldozer	Market	Poultry Farm		
Tractor	Pipe-Borne Water and Boreholes		Garri Processing	Community Hospital
Year-round Farming	Electricity	Nursery Plants		
Storage Facility	Culvert Bridge		Palm Oil Processing	Mass Literacy
	Graded Road	Mechanised Soap Factory		
	Rural Bank			

The Underlying Obstacles				
LOW PROFIT DUE TO HIGH INFLATION	UNCOMPROMISING ATTITUDE OF THE PEOPLE	STAGNATION OF ADVANCEMENT	LIMITED KNOWLEDGE	SHALLOW THINKING
Limited Outcome From the Farm	Stealing	High Cost of Technical Advisors	Unskilled Management System	No Concrete Planning
Urban Migration	Untrusted Leaders	Expensive Modern Equipment	High Illiteracy	Limited Future Thinking
Insufficient Labour	Selfishness	Unavailability of Experts	Unskilled People	Limited Knowledge of Modern Equipment
Dependency on Rainfall	No consensus Within Society	Costly Vehicles	Improper Supervision	
Long Distance to Market	Diversified Goal			

PARTICIPANTS

*W. O. Kareem
Safiu Akanmu
Rabiu Alamu
*Obaloni Jacob
*Adedeji Akeyan
*Adeniji Akeyan
*Babawale Alako
Ajibola Akanmu
*Obalana Alamilokun
Joseph Ajao
Obalona Moses
*Ojo Olusola
Raliatu Raimi
Moriii Yisa
Moriyike Oladepo
Mojoyinola Omosanjo
Misiratu Opadele

*Safiu Akeyan
Awulatu Aweni
Oluyemisi Olapade
Awawu Aduni
*Moriamo Fadele
Sidikatu Lasisi
Raliatu Akankan
*Falilatu Safiu
*Arioye Akeyan
*Alimi Mureni
Sikiru Ajani
*Omosanjo Akeyan
*Oseni Akambi
Wosilat Safiu
Olukemi Kilanko
Falilatu Alimi
Ayisatu Onimo
Oyinade Onimo
Sikiratu Onimo

Limota Taffa
Chief Raji Olujinle
*Oluniyi Olujinle
Ojo Olujinle
Opadele Olujinle
Adegbemile Olujinle
+Obalana I.
+Bode Isunmila
+Asake. Olayemi
+Odinola Aweni
+Moriyike Arike
+Asiatu Asake
+Mosabalaye Anike
+Titibola Agbeke
+Pele Aweni
+Moradeke Abeo
+Humuoani Amoke
+Kareem Abideen
+Oladib Alade

+Obayemi Aloku
+Musili Kojajo
+Lawani Aloku
+Silifatu Ajiogbo
+Gboye Adeniyi

FACILITATORS

Sam Adogbeji
Isaiah Folorunsho
Mangala Gavai
*Owolola Olatunji
Peter Oyelowo
+Femi Oladoja

* = present both in April and in Augus
+ = present only in August

Ifelodun Akeyan Group, Farmers Development Union
Lagelu Local Government Area

6-7 April 1990
Oyo State, Nigeria

The Strategic Actions						
1 Monthly Meetings	2 Attend Weekly Meetings	3 Form Society Constitution	4 Form Intergroup Committee	5 Build Community Centre	6 Hold Elections to Determine Priorities	A SYSTEMATISING SOCIETY STRUCTURE
7 Hire Tractor to Work on Farm	8 Expand Farm Land	9 Visit LGA for Road	10 Appoint Supervisor for Community Farm	11 Employ Farm Guard		B EXPANDING SUPPORT BASE
12 Search for Adult Educator	13 Organise Training on Farming	14 Research on Cultivating Land (Soil Testing)	15 Find a Resource Person	16 Award Scholarships to Indigenes		C INITIATING ENLIGHTENMENT PROGRAMME
17 Establish Weekly Contributions	18 Local Fund Raising	19 Contribute Money to Build Community Hospital	20 Organise Revolving Loan System			D ORGANISINGING FUND RAISING
21 Build a Market	22 Build Storage Facilities	23 Build Common Store				E BUILDINGS FOR BETTER PRICE

THREE MONTH OBJECTIVES

Strategic Action #7 - Hire Tractor to Work on Farm
Intent of Action - To expand use of farm land
Three Month Objective - To plant maize, vegetables on 10 hectares

Strategic Action #9 - Visit LGA for Road
Intent of Action - To improve our road
Three Month Objective - Grading of road

Strategic Action #17 - Establish Weekly Contributions
Intent of Action - To raise fund
Three Month Objective - 1000 Naira

AUGUST REPORT, continued

Additional Strategic Actions on which work was done since April:
#2 - attend weekly meetings
#3 - form society constitution
#4 - form intergroup committee
#8 - expand farm land
#10 - appoint supervisor for community farm
#14 - research on cultivating land (soil testing)
#15 - find a resource person
#16 - local fund raising
#23 - build common store

REPORT IN AUGUST

Hired tractor to plow virgin land; man took our money and didn't come; one from government broke down so took three efforts to get job done
Planted that three acres with cassava, corn, cocoa yam
Planted additional 10 acres with cassava

Went to LGA 6 times; luckily they came and graded road of about 5 miles
Governor's wife visited us and promised to get road fixed

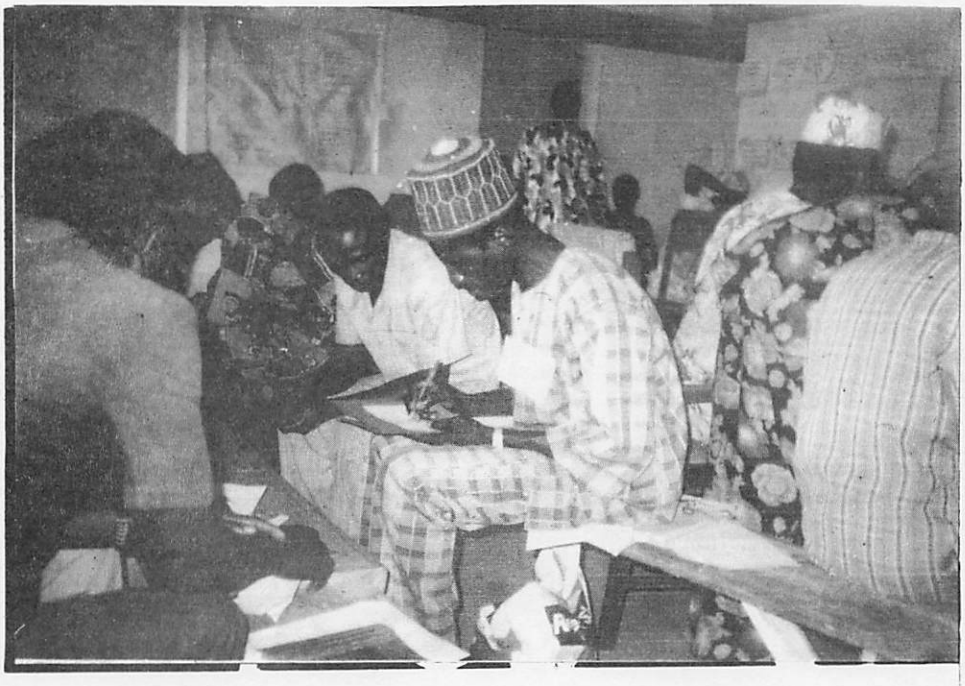
Produced circular for meeting; started with 50 Kobo/person; about 135 people involved collected 875 Naira and the meeting is always full on time

OBJECTIVES FOR NEXT THREE MONTHS:

Strategic Action #1 - Hold Monthly Meetings
Intent of Action - To gather money from weekly meetings
Three Month Objective - Acquiring more money and keeping it safe

Strategic Action #6 - Hold Elections to Determine Priorities
Intent of Action - To help us organise
Three Month Objective - Jobs listed and priorities chosen

Strategic Action #20 - Organise Revolving Loan System
Intent of Action - To provide loans to members
Three Month Objective - Loans to at least 7 members



Peter Oyelowo, trainee from Ifelodun Akeyan, center at Ogo-Oluwa meeting

The Five-Year Vision					
MODEL CO-OPERATIVE FARMING	PROVISION FOR MECHANISED FARMING	FOOD PROCESSING AND STORAGE	ESTABLISH LIVESTOCK PROJECT	ALL YEAR ROUND FARMING	MODERN COOKING EQUIPMENT
Model Farm	Bulldozer	Garri Processing & Storage	Piggery	Bore Hole for Irrigation	Stove Making Workshop
	Tractor and Machetes		Dairy Farm		
8 acre Cassava Demonstration Farm	Cutlasses and Hoes	Food Processing			
	Maize Shelling Machine		Poultry Farm	Local Fertiliser Resource	Bio-Gas Plant
200 acres Co-operative Farm	Planting Machine	Storage Facilities			
	Transport Facility		Fish Pond		

The Underlying Obstacles				
STRICT/HARD GOVERNMENT POLICY	LACK OF CAPITAL	FARMERS ARE PRESSURED TO SELL ON TIME	IRRELEVANT EDUCATION SYSTEM	DIVERSE OPINIONS OF LEADERSHIP
Unable to Attract Government Attention	Inability to Get Borehole Equipment	Low Price of Product	Inefficiency of Know-how	Partial Membership Commitment
High Duty on Imported Chemicals	Expensive Farming Equipment	No Storage Facility	High Rate of Illiteracy	Mistrust in Cooperative Farming
Traders Are Selfish	Unaffordable Price of Transport	Limited Outcome From Farm Products		
Roads Too Rough/ Narrow	Water Level Too Deep			
Poor Government Backing				

SONG

Egbe wa dara awa fun gbayi o
Egbe wa dara awa fun gbayi o
Agbayi nile, agbayi loko, agbayi nibi gbogbo ni
Nigeria o Egbe wa dara awa fun gbayi o

Awa lomo egbe Ise-Logun Ise (repeat)
Odara, Olewa, Odara, egbe wa dara

PARTICIPANTS
On 2/4/90
*also on 11/7/90
Mrs. F. A. Ajadi
*Mrs. Kehinde Akaau
Mrs. Sara Akinade
*Mrs. Felicia Akinbowale
Mr. Dele Areau
Mrs. B. O. Durosinmi
*Mrs. Sariyu Kayode
Mrs. Oladele Kehinde
Mr. J. Oloa Leiu
*Mr. G. Gbafemi
Mr. Funmi Oduwaye
*Pastor Isaiah Ogundele
Mr. Lawrence Olabode
*Mr. Remi Oladepo
Mrs. Olufunmike Olasupo
Mrs. O. Olatunde
Mrs. A. Olujide
Mrs. O. Oluwodeji
*Mr. Joel Oluyori
Mrs. V. Oluyori
*Mrs. Ester Owotosho
*Mr. J. A. Owotosho
Mrs. Nike Oyelakin Oyeniran
Mrs. O.Oyeniran
Mr. J. O. Popoola

PRESENT only on 11/7/9

Kayode Adeogu
Iyabo Akande
Mrs. Bola Akinbode
Oluniyi Ayoade
Mrs. Ayoade
Samson Ayoola
Mrs. Ayoola
Mrs. Gabriel
I. K. Oduwaye
Taiwo Oduwaye
Olubayo Oladele
Mrs. Oladele
Olatunde
Moladun Olatunde
Dupe Olorungfemi
Gabriel Oluyori
Kayode Oluyori
Ezekiel Oluyori
Niyi Oyelakin
Mrs. Segun
Mrs. Timotui

FACILITATORS
Mrs. Owolola Babatunde
Mrs. Mangala Gavai
Mr. Isaiah Folorunsho
*Mr. A. 'Femi Oladoja
*Mr. Owolola Olatunji

Iselogun Ise Group, Farmers Development Union — 2-3 April 1990
Lagelu Local Government Area — Ibadan, Oyo State, Nigeria

The Strategic Actions					
1 Organise Regular Training	2 Self-Training on Equipment	3 Explain Benefits of Cooperative	4 Hold Adult Literacy Classes	5 Organise Periodic Seminars on Agri. by Experts	A ADVANCING AGRICULTURAL EDUCATION
6 Form Executive Committee	7 Monthly Cooperative Meeting	8 Establish Rules/Regulations for Cooperative			B ESTABLISHING COOPERATIVE OBJECTIVES
9 Provide/Find a Guarantor for Loan	10 Open Bank Account	11 Membership Monthly Levy			C INCREASING FINANCIAL SOURCES
12 Research on Local Available Material	13 Design/Build Local Storage Facility				D UTILISING LOCAL PRODUCTS
14 Make Presentation to Government	15 Publish Cooperative Objectives thru Radio/TV	16 Start Cooperative Newsletter			E PUBLICISING COOPERATIVE ACTIVITIES

THREE MONTH OBJECTIVES

REPORT AT FOLLOW-UP MEETING on 11 July 1990

Strategic Action #5 - Organise Periodic Seminars on Agriculture
Intent of Action - To provide education to improve members and others
Three Month Objective - Four consecutive seminars (attendance 100,150,225,300)

Used own people to train themselves in use of fertilizer; checked out using wheat in meat pie production, raising animals for slaughter, palm oil production, marketing in city now

Strategic Action #8 - Establish Rules/Regulations for Cooperative
Intent of Action - To maintain proper discipline in the society
Three Month Objective - Constitution for the society

Bought and distributed cooperative rules and regulations book.

Strategic Action #14 - Make Presentation to Government
Intent of Action - To register society for certification of incorporation
Three Month Objective - To have the society registered

Got guidance from LGA about process; LGA bought our snacks for their meetings and got State Govt. also to do so; one person trained by LGA on sanitation

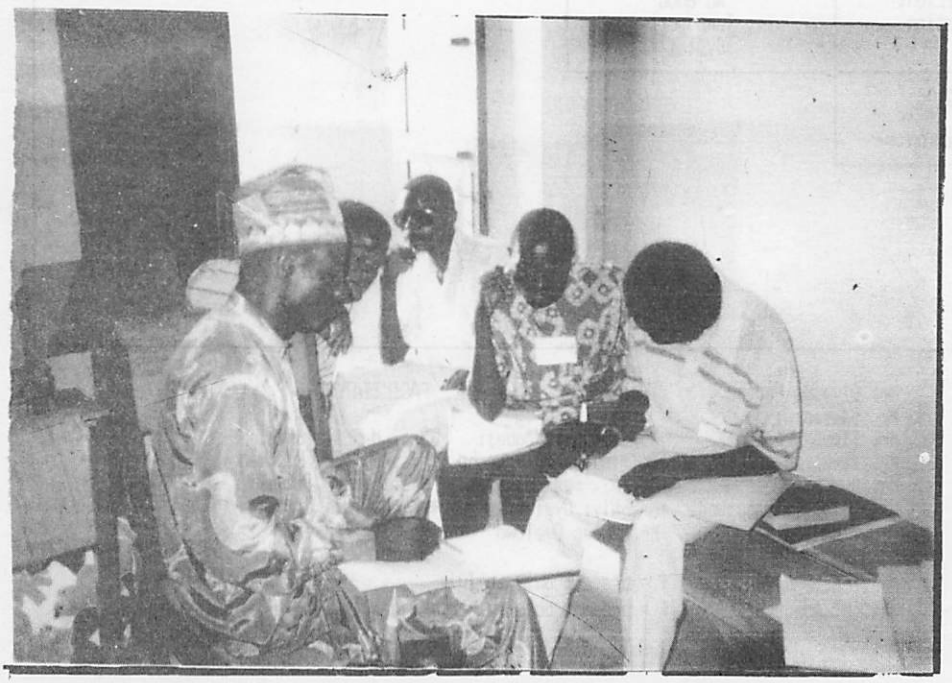
OTHER ACTIONS REPORTED TO HAVE BEEN WORKED ON:
Strategic Action #3 - Explain Benefits of Cooperative; Strategic Action #10 - Open Bank Account; Strategic Action #11 - Membership Monthly Levy

NEXT THREE MONTHS - July through October 1990

In order to create required structure for cooperative:
Strategic Action #6 - Form Executive Committee
Three Month Objective - 10 Executive Officers Elected

Strategic Action #7 - Monthly Cooperative Meeting
Three Month Objective - To have held 3 meetings

Strategic Action #12 - Research on Local Available Materials
Intent of Action - To investigate using maize instead of wheat in buns
Three Month Objective - Production of 500 buns a day



Niyi Oyelakin, trainee from Iselogun Ise, second from right, at Ogo-Oluwa meeting

The Five-Year Vision					
QUALIFIED LABOUR	INCREASED CASH CROP PRODUCTION	EXPORT OF LOCAL PRODUCTS	MECHANISED FARMING FOR INCREASED PRODUCTION	ALL-YEAR ROUND FARMING	INCREASED MEAT PRODUCTION
Bigger Employer of Labour	Cocoa Plantation	Adire Export	Make More Money from Farming	Irrigation Systems	Fish Farm
			Production of Food Stuffs		
			Increased Storage Facilities		Goat Raising
Use Bookkeeper (Accountant)	Plantain Plantation	Piggery Export	Use Modern Equipment	Bore Wells for Irrigation	
			Tractors to Help Other Farmers		Poultry Farming

The Underlying Obstacles				
INABILITY TO ATTRACT MANAGEMENT SKILLS	GAP BETWEEN INTEREST RATES & AGRICULTURAL PRODUCTIVITY	SLOW, COMPLEX SYSTEMS & POLICIES OF GOVERNMENT ASSISTANCE	FARMS TOO SMALL TO ACCUMULATE CAPITAL	EXCESSIVE CONSTRUCTION COSTS
High Cost of Qualified Labour	Insufficient Mechanical Equipment for Farming	No Government System for Borrowing	Lack of Irrigation System for All Year Farming	No Storage Facilities
Lack of Qualified Labour	Unavailable Machinery	Slow Process of Bank Lending	Insufficient Finance	No Storage for Excess Production
No Qualified Labour/ Personnel	Lack of Funds to Mechanise	Lack of Government Encouragement in the South	Small-Scale Production so No Finance	No Livestock Housing
Lack of Knowledge of Processing High Quality Goods	Insufficient Tractors & Machines	Continuous Changing of Government Laws	Lack of Funds to Export Local Products	
Illiteracy	Expensive Pumps	Insufficient Fertilizer		
No Good Training on the Job - No Qualified Trainers	Insufficient Production	No Good Transport System		
Lack of Technical Know-how	No Engine for Irrigation			
Inadequate Training				
Undedicated Workers				

PARTICIPANTS

Mr. Joshua O. Onooba
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Mr. Timothy Olapade
Mr. Samson Akinyemi
*Mr. O. F. Oyeyinka
*Mr. Julius Fabunmi
Mr. Noah Akinbola
Mr. Joshua Ogundipe
Mr. J. O. Ogunseye
Mr. Dele Adeyemo
Mr. S. Oyewale
Mr. G. Adegoke
*Mr. I. K. Oyeniran
Mrs. O. Olatunde
Mr. E.O. Adeyemo
Mr. B. L. Oyeshola
Mr. J. Onotosho
*Mr. Kayode Adebayo
Mr. Olyyide Fagebo
Mr. Samson Ojo
Mr. Timothy Adekola
Mr. Yinka Adeyemo
Mr. Ayo Akindele
Mrs. Omolola Babatunde
+S. O. Bamidele
+Limi Alade
+Mrs. Funke Ojedeji
+Mrs. M. Adegoke

TRAINEES

Mr. Samuel Adogbeji
*Mr. Isaiah Folorunsho
*Mr. A. 'Femi Oladoja
*Mr. Niyi Oyelakin
Mr. Peter Oyelowo

FACILITATORS

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Mrs. Shirley Heckman
Mrs. Elina Olatunji
*Mr. Omolola Olatunji
Mr. Jim Troxel
Mr. Dick West

+ = present only in July
* = present both in March and July

Ogo-Oluwa Cooperative, Farmers Development Union — 21-22 March 1990
Egbeda Local Government Area — Oyo State, Nigeria

The Strategic Actions										
1 Determination to Push Ahead	2 Praying for Success	3 Regular Appeal to Government	4 Demonstration Farming	5 Regular Prayers						A FORMING A GOOD POLICY
6 Creating a Proper Plan	7 Forming Cooperative Society	8 Moving to Local Area to Purchase Land	9 Using Land	10 Sharing of Ideas	11 Wise Expenditure	12 Pull Our Efforts Together	13 Proper Supervision	14 Mobility	15 By Communal Efforts	B ESTABLISHING PROPER PLANNING & MANAGEMENT STRUCTURE
16 Aid from Non-Governmental Organisations	17 Financial Support from FADU	18 Reasonable Interest Rates	19 Getting Help for More Equipment For Farming	20 Fund Generation	21 Borrowing Money	22 Collecting Contributions				C OBTAINING NON-GOVERNMENTAL AID
23 Organise Training Programmes	24 Education on Farming for Members of Group	25 Examining Land	26 Good Educational Background	27 Training People						D ORGANISING PROPER AGRICULTURAL TRAINING PROGRAMME

THREE MONTH OBJECTIVES

Strategic Action #6 - Creating a Proper Plan
Intent of Action - To move to local area to purchase land and produce more food
Three Month Objective - To provide land, clear and plant it

Strategic Action #12 - Pull Our Efforts Together
Intent of Action - To improve farm production
Three Month Objective - 30 acres of maize, cassava, melons interplanted, done collectively
REPORT IN JULY - Planted 10 acres of high-yield, short growing time cassava gotten from International Institute of Tropical Agriculture who also gave training needed before starting to plant

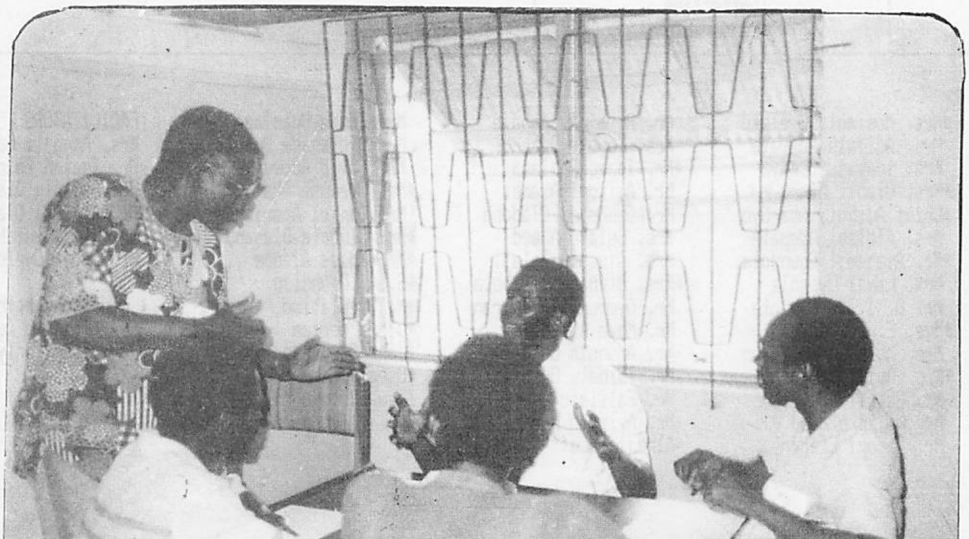
Strategic Action #16 - Aid from Non-Governmental Organisations
Intent of Action - To seek for loan assistance
Three Month Objective - 100,000 Naira
REPORT IN JULY - 30,000 Naira loan used to establish a garri-processing operation

Strategic Action #19 - Getting Help for More Equipment for Farming
Intent of Action - To give us progress
Three Month Objective- Rent a tractor, bulldozer, cutlass and hoes

Strategic Action #24 - Education on Farming for Members of Group
Intent of Action - To enlighten group about modern method of farming
Three Month Objective - Three training programmes organised
REPORT IN JULY - members were trained on importance of cooperative farming

SONG
Come and join us, come and join us,
Ogo Oluwa for you and me,
Come and join us.

1.
Ewa kun wa, ewa ewa kun wa,
Ogo Oluwa fun wo atemi ewa kun wa
2.
Ise wa dara ise wa dara
ise to pe lawa nse ise wa dara
3.
Agbe ni-wa agbe niwa,
Awala yo ninu re agbe ni wa
4.
Ise owo mbe, ise Agbe, mbe gbogbo re pe
Sowo wa ewa kun wa
5.
Esa ma bo esa ma bo
Ogo Oluwa npe yin esa ma bo



'Femi Oladoja, trainee from Ogo-Oluwa, second from right, at meeting with Ogo-Oluwa

Ore-Ofe Aloku Group, Farmers Development Union
Lagelu Local Government Area

4-5 April 1990
Oyo State, Nigeria

The Five-Year Vision				
MECHANISED COTTAGE INDUSTRIES	ESSENTIAL COMMUNITY UTILITIES	FOOD PRODUCTION	SOCIAL AMENITIES	AGRO-INDUSTRIES INITIATION
Expansion of Soap Factory	Tarred Road to Town	Modern Farm Equipment	Community Hospital	Poultry Farm
Palm Kernel Cracker	Regular Public Transport	Palm Oil Production Mill	Grammar School	Maize Processing Factory
Palm Kernel Grinder (Mill)	Expansion of Market	Increased Farm Products	Common Gathering Hall	Maize Dryer
Bore Hole For Factory	Electricity in Village		Adult Literacy Classes	Storage Facilities
Local Weaving Industry				Garri Processing Factory

The Underlying Obstacles			
UNAVAILABILITY OF SKILLED PERSONNEL	LIMITED IMAGE OF LEADERSHIP	LOW PROFIT AND HIGH MAINTENANCE	DIFFERING CONCEPTS OF NEEDS
High Rate of Illiteracy	Non-sharing of Knowledge from the Leadership	Unreliable Source of Farm Equipment	Unable to Prove Need to Government
Not Enough Know How to Farm	Loss of Trust in Each Other	Expensive Storage Chemicals	Inability to Decide on Priorities
Inability to Make Proper Use of Local Resources	Careless Attitude of the Members	Low Profit in Farm Products	Unable to Build Consensus within the Group
Limited Food Processing Knowledge	Insecurity in Helping People		
Traditional Beliefs	Ineffective Leadership		

PARTICIPANTS

Mr. Kayode Obidairo
Mr. Olatubosun Olutunde
Mr. Ademola Lasisi
Mr. Olalere O. Solomon
Mr. Ajitoni Ola-Olu
Mr. Samuel Okegbenro
Mr. Olusola Bukola
*Mrs. Olayemu Oyeniran
*Mrs. Ajibike Oludayo
Mrs. Limota Aransi
Mrs. Maria Oladeji
*Mrs. Segilola Oyeniran
Mrs. Adeyoola Morakinyo
Mrs. Fallilatu Aransi
Mrs. Lawin Gabrael

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Mrs. Adijatu Adewale
Mrs. Idayatu Ganiyu
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*Chief Ajibola Aba-Oyo
Mrs. Afolabi Adepele
*Mr. Ayebamji Ogunjola
Mrs. Lawal Oyesola
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*Mrs. E. O. Adeyemo
Mrs. Moladun Taniomo
*Mrs. Aminatu Ologbonese
Mr. Samuel Adeyemo
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Mr. Ramoni Ekerin

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Mrs. Afusatu Bolaji
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Mr. Moyo Akindele
Mr. Adunola Obidiran
Mr. Taibatu Oyebamiji
Mr. Falilatu Oseni
Mr. Ayisatu Murana
Alhaji Yusuff Oluyere

Mr. Tunde Onaolapo
Mrs. Folasade Bukola
Mr. David Adewuyi
*Mr. Oyewusi Akanju
Mr. Daniel Aborisade
*Mr. Olubola Olasanji
*Mr. Moses Ajagbe
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+M. O. Olatimo
+Olawo Meriam
+John Ojebaade
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*Mr. Owolola Olatunji
Mr. A. Femi Oladoja
*Mr. Niyi Oyelakin
Mr. Peter Oyelowo

* = present both in April and in August
+ = present only in August

Ore-Ofe Aloku Group, Farmers Development Union
Lagelu Local Government Area

4-5 April 1990
Oyo State, Nigeria

The Strategic Actions					
1 Appoint a New Leader	2 Organise a Leadership Course	3 Establish Demonstration Farm of Society			A DEMONSTRATING ACTIVE LEADERSHIP
4 Society to Employ Expert	5 Search for Technical Advisors	6 Organise Adult Education Class	7 Organise FADU Cross-Group Meetings	8 Visit Successful Farms	B STRENGTHENING KNOWLEDGE BASE
9 Apply for Bank Loans	10 Open Savings Account	11 Lease More Land For Farming	12 Collect Monthly Contribution	13 Create Task Force to Relate to Government	C EXPANDING FINANCIAL SOURCES
14 Hold Regular Monthly Meetings	15 Hold Meeting for General Election	16 Hold Meeting to State Priorities	17 Organise Regular Seminars	18 Create Society Constitution	D MOVING TOWARD A COMMON GOAL

THREE MONTH OBJECTIVES

Strategic Action #3 - Establish Demonstration Farm of Society
Intent of Action - To demonstrate leadership
Three Month Objective - 20 acres of maize, melons, cassava, plantain
REPORT in AUGUST - planted cassava and maize on 5 acres

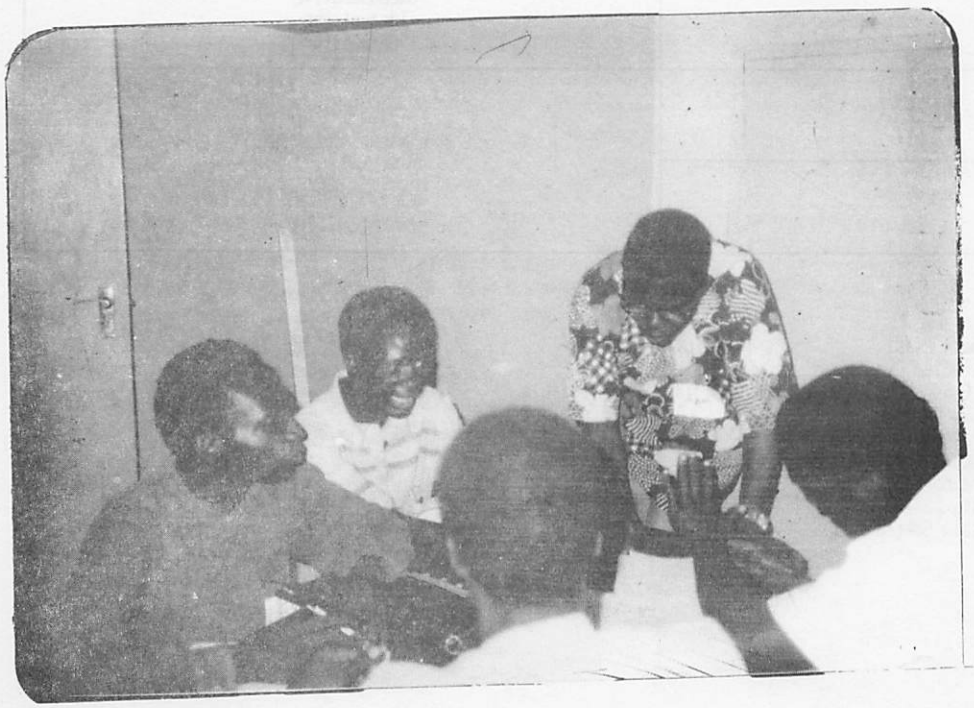
Strategic Action #8 - Visit Successful Farms
Intent of Action - To gain knowledge of how to start our own
Three Month Objective - Visit 8 farms

Strategic Action #11 - Lease More Land for Farming
Intent of Action - To expand financial sources
Three Month Objective - 30 acres of maize and cassava of interplanting

FOR NEXT THREE MONTHS:
Strategic Action #6 - Organise Adult Education Class
Intent of Action - To equip our people
Three Month Objective - Having class with 20 people

Strategic Action #10 - Open Savings Account
Intent of Action - To increase our finances
Three Month Objective - 2000 Naira in account

Strategic Action #14 - Hold Regular Monthly Meetings
Intent of Action - To remind ourselves of what to do
Three Month Objective - Holding 3 meetings



Isaiah Folorunsho, trainee from Ore-Ofe Aloku, left, at Ogo-Oluwa meeting

Ifeloden Better Life Group
Eti-Osa Local Government Area

2-3 April 1990
Lagos State, Nigeria

The Five-Year Vision				
EDUCATION FOR ALL	GOOD HEALTH FOR ALL	COMMUNITY INFRASTRUCTURE DEVELOPMENT	INCREASED AGRICULTURAL PRODUCTION	NEW RELIGIOUS CENTRES
Primary & Secondary Schools	Health Centre	Good Roads	Agriculture	Central Mosque
	Maternity Home		Poultry Farm	
		Electricity	Coconut Industry	
Adult Education	Public Toilet		Improved Garri Processing	Central Church
	Good Buildings	Good Water	Motorized Ship	

The Underlying Obstacles	
INACCESSIBLE GOVERNMENT SERVICES	UNESTABLISHED BASIS FOR UNITY BETWEEN TWO FACTIONS
Government Presence Not Felt	Disunity within the Community
Salt in the Water	Lack of Unity among the Community
No Access to the Government	No Community Cooperation
No Government Money for the Road	Uncooperative Idea of the Community
Lack of External Funds	
Sand on the Road	

PARTICIPANTS

Mrs. Sariyu Ishau
Mrs. Fayidat Ishau
Mrs. Nimota Muyibi
Mrs. Iyanotu Abijou
Mrs. Kuburatu Latifu
Mrs. Mudiratu Iroko
Mrs. Idiyata Ayinde
Mrs. Muyinatu Tayiru
Mrs. Sefinatu Jimoh
Mrs. Wosamotu Liadi
Mrs. Abeni Adisa
Mrs. Timi Benson
Alhaja Asoke Okanlawon
Mrs. Wolerat Ishau
Mrs. Olowokoriowosa Baliamiru
Mrs. Mudira Morufu
Miss Amudatu Lawal
Mrs. Mutisatu Sakiru

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Mrs. Adijat Oguntolu
Mr. Joseph Olasunkade
Mr. S. T. Olorunto
Mr. Jim Troxel

Ifeloden Better Life Group
Eti-Osa Local Government Area

2-3 April 1990
Lagos State, Nigeria

The Strategic Actions				
1 Launching a Fund With Community	2 Buy Electrical Poles	3 Weekly Development Levy	4 Promote Self-Reliance (through Garri process)	A BECOMING ECONOMICALLY SELF-SUFFICIENT
5 Road Construction by the Community	6 Establish a Self-Help Project	7 Building Public Toilet	8 Fill Sandy Road with Palm Kernel or Coconut Shells	B DEMONSTRATING SELF-HELP APPROACH
9 Organize a Peace Settlement among Factions		10 To be Well-Informed about Disunity		C ESTABLISHING A BASIS FOR UNITY
11 To Form a Community Corporation		12 Holding Regular General Meetings		D ORGANIZING FOR COOPERATION
13 Move Closer to Government by Selecting Committee		14 Obtain Government Assistance for Community Projects		E GETTING GOVERNMENT BACK-UP

THREE MONTH OBJECTIVES

Strategic Action #3 - Weekly Development Levy
Intent of Action - To levy of each person 2 Naira per week
Three Month Objective - Raise 720 Naira

Strategic Action #5 - Road Construction by the Community
Intent of Action - For effective movement of vehicles into village
Three Month Objective - Improve the road condition

Strategic Action #7 - Building Public Toilet
Intent of Action - Sanitation of the Community
Three Month Objective - To build a public toilet

Adijat Oguntolu, center, Ifeloden trainee at the Ifeloden meeting.

Ifesowapo Community Development Association
Ikeja Local Government Area

31 March-1 April 1990
Lagos State, Nigeria

The Five-Year Vision

FULL COMMUNITY EMPLOYMENT	CLEAN COMMUNITY ENVIRONMENT	ERADICATION OF ILLITERACY	GOOD HEALTH FOR ALL	EASY TRANSPORT MOVEMENT	MORE INTERNAL ACCESSIBILITY	GOVERNMENT ACCESSIBILITY
Co-operative Bank	Environmental Sanitation	Adult Education	Health Centre	Good Road	New Modern Market	Town Hall
	Refuse Collection Centre			Good Tarred Roads	Street Numbering	Sports Stadium
Community Cottage Industry (Garri-Processing)	Public Toilet		New Hospital	Bus Stop	Full Electricity	State Administrative Office
Industry/ Factory for Employment	Demarcation of Three Estates	New Primary & Secondary Schools		Motor Park	Telephone Communication	Fire Station
	Free Planting		Good Water	Central Transportation System	Street Lights	Post Office
Food Farming (small)	Storm Canal (Channellisation)					Police Post
						Recreational Centre

The Underlying Obstacles

UNESTABLISHED BASIS OF TRUST	LIMITED INCOME-GENERATING CAPACITY	INSUFFICIENT EDUCATIONAL AID	INSUFFICIENT COMMUNITY-WIDE CONSENSUS DECISION-MAKING SYSTEM	INACCESSIBLE LAND ACQUISITIONS
Lack of Cooperation	Lack of Equipment	High Level of Illiteracy	Lack of Leadership	Land Not Free
Enemies of Progress	Lack of Finance	Inadequate Technical Know-how	Community Dictatorial Leadership	Land Acquisition Difficulties
Dishonesty	No Government Assistance	Absence of Awareness	Lack of Leadership	Land Inaccessible
Mistrust	Low Income Generating	Illiteracy		
Laziness	Inadequate Community Finance			
No Common Interest	Lack of Roads			
Lack of Cooperation Among the Community				

PARTICIPANTS

*Chief A. O. Bakare
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*Mr. S. O. Odelabi
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Mrs. Ademiju

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Mrs. Adekunle, Ikeja LGA
Mrs. Ogundile, Ikeja LGA
Mrs. Awosanya, Ikeja LGA
+Mr. Okolola Olatunji
+Mr. Skendy Oau

FACILITATORS

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Mr. Francis Ojefua
Mr. Joseph Olasunkade
Mrs. Elina Olatunji
*Mr. S. T. Olorunto
Mr. Jim Troxel

*present both April & July
+present only July

The Strategic Actions						
* 1 To Bring Back Unity	* 2 Hold Community Opinion Meetings	3 Good Accountability	* 4 Full Support to Leaders	* 5 Live By Example	6 Bring Experts to Train People	A ENHANCING COMMUNITY COOPERATION
7 Establish Income-Generating Project	* 8 Raise Funds by Launching	* 9 Special Development Levy	* 10 Voluntary Donation of Land to the Community	* 11 Formation of Cooperative Societies	12 Make Use of New Market	13 Completion of Water Well Project	B INCREASING INCOME SOURCES
* 14 Introduce Birth Control			15 Build Health Centre				C ESTABLISHING MEDICAL CARE
16 Celebrate Our Success	17 Incentives by Giving Awards		18 Award Scholarship to Individuals		* 19 Organise Public Enlightenment Campaign		D ENCOURAGING SELF-HELP INITIATIVES
20 Plant Trees On our Roads	* 21 Street Numbering		* 22 Establish Security Committee		23 Create Bus Stop		E COMPLETING ENVIRONMENTAL BEAUTIFICATION

NOTE: * indicates actions implemented during the first three months.

THREE MONTH OBJECTIVES SET IN APRIL

Strategic Action #8 - Raise Funds by Launching
Intent of Action - To increase sources of income to build health centre
Three Month Objective - To collect 5,000 Naira of materials and cash
REPORT IN JULY - Each house levied 50 Naira so able to buy 73 poles and government gave 193 poles and spent 2.8 million Naira. LIGHTS on 30 June 1990

Strategic Action #11 - Formation of Cooperative Societies
Intent of Action - To increase sources of income to establish income-generating project with multipurpose society
Three Month Objective - Launching of co-operative society with not less than ten members from each community
REPORT IN JULY - 30 people formed a cooperative which government launched, registered with bank account

Strategic Action #12 - Make Use of New Market
Intent of Action - To increase sources of income
Three Month Objective - To mobilise market women to occupy first two rows
REPORT IN JULY - 14 more blocks constructed; in competition with other markets

Strategic Action #15 - Build Health Centre
Intent of Action - To build health centre up to foundation level
Three Month Objective - To build health centre up to foundation level
REPORT IN JULY - Land donated; person trained by Ikeja LGA as health caretaker so health centre is set up

THREE MONTH OBJECTIVES SET AT JULY 1990 MEETING

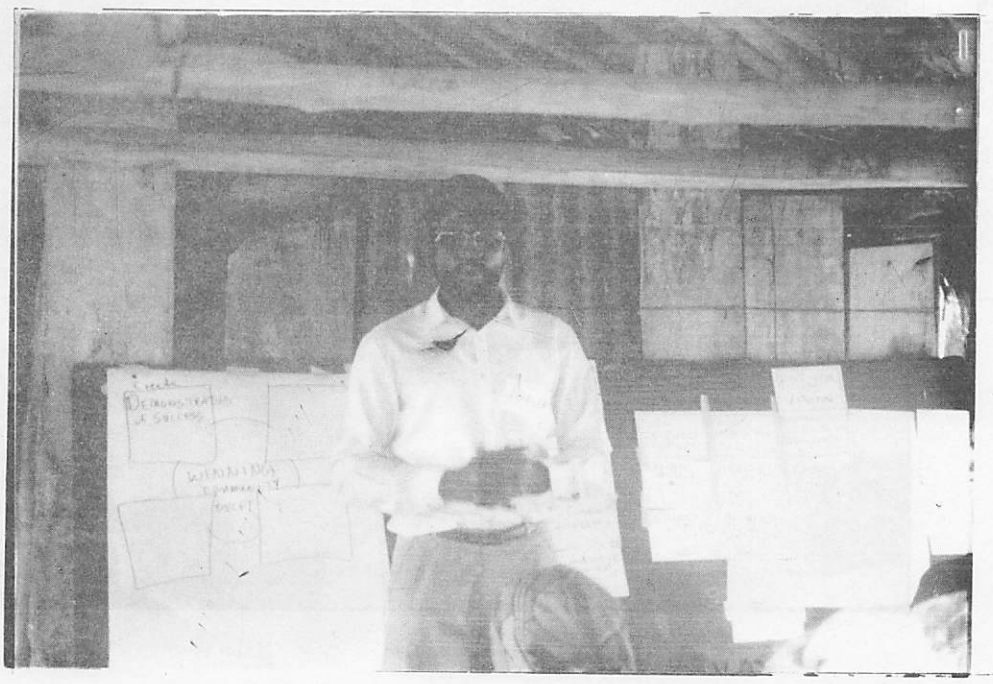
Strategic Action #3 - Good Accountability
Intent of Action - To be responsible stewards of finance
Three Month Objective - Audited accounts printed and distributed

Strategic Action #16 - Celebrate our Success
Intent of Action - To motivate community participation
Three Month Objective - Celebration of completion of electrification

Strategic Action #17 - Incentives by Giving Awards
Intent of Action - To encourage self-help initiatives
Three Month Objective - Award certificate of merit during celebration

Strategic Action #20 - Plant trees on our roads
Intent of Action - To beautify our community
Three Month Objective - 100 trees growing well

Strategic Action #23 - Create Bus Stop
Intent of Action - To provide passenger shelter at easy location
Three Month Objective - Complete six bus stops
REPORT IN JULY - With no vehicle available, decided not to build now



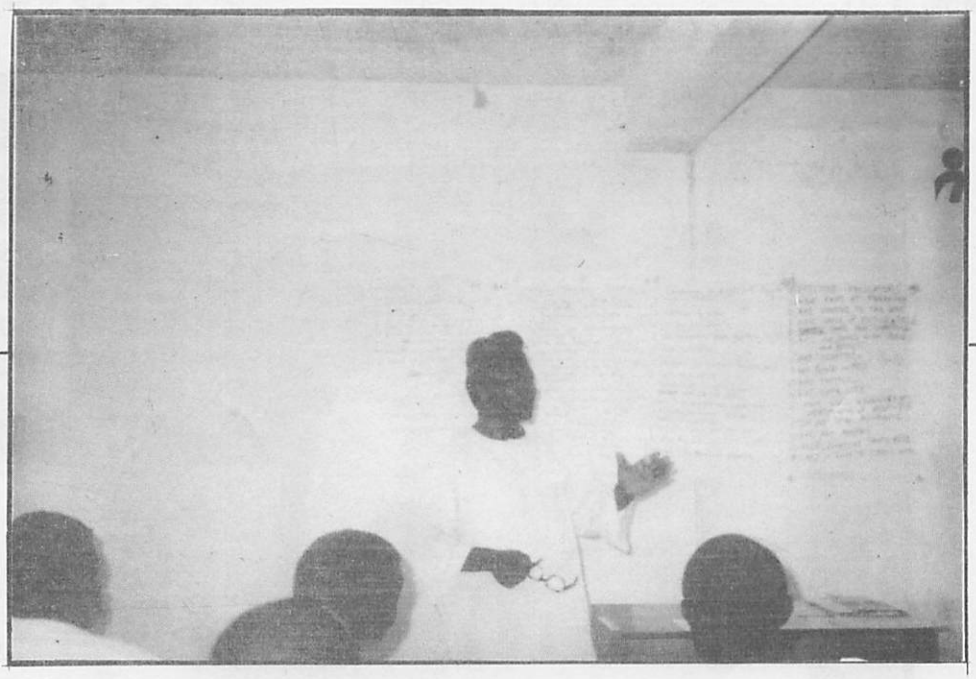
S. T. Olorunto, trainee from Ifesowapo, at the Ifeloden meeting.

The Five-Year Vision

IMPROVED HEALTH SERVICES	REQUIRED MODERN INFRASTRUCTURES	PROFITABLE AGRO-ALLIED SERVICES	NEW ADMINISTRATIVE SYSTEMS	MODERN TOURIST ATTRACTIONS
Good Health Care	Tarred Roads Covered Drains	Mechanised Farming	Higher Education Institution	More Hotels
	Sufficient Electricity -Street lights-			
Modern Public Toilets	Water in Houses	Good Marketing System	Housing for Civil Servants	
				Holiday Resort and Recreation Centre
Sanitary Refuse Dumps	More Public and Private Telephones	Large and Small Scale Industries	GTC to Technical College	
	Big Town Hall			
Child Care Centre	Easy Transportation	Employment Opportunities Centre	Irepoden LGA Restored	Modern Sports Stadium

The Underlying Obstacles

LOW INCOME OPPORTUNITIES	INADEQUATE EDUCATIONAL SYSTEMS	RESTRICTIVE TRADITIONAL MINDSET	INEFFECTIVE INEFFICIENT LEADERSHIP	INSUFFICIENT INFRASTRUCTURE FACILITIES	PEOPLE'S DEPENDENCY ON GOVERNMENT	INEFFECTIVE LAND-USE POLICIES	UNSTABLE MOBILE POPULATION
Government Assistance Needed	Lack of Technical Know-How	Less Community Cooperation	Mismanagement of Resources	Inadequate Access to Electricity	Government/ Economic Recession	No Irrigation System	Too Many Immigrants
Meager Financial Support	Poor Technical Know-How	High Birth Rate	Poor Leadership Skills	Difficult Transportation Situation	Minimal Govt. Concentration on Rural Areas	Complicated Land Processes	Rural-Urban Migration
Too Expensive Labour	High Level Illiteracy	Little Awareness of Tourism	Poor Policy Implementation	Limited Telephone Service	Gap Between Government and Governed	Land Speculators Blockade	
Poor Financial Resources	No Qualified Doctors	Town Planning Laws Unobserved					
Low Resources Generation	Little Knowledge of Modern Farming						
Untapped Financial Resources							
Lack of Capital							
Poor Economic Status							



Mudasiru Lawal, Igbogbo trainee, at one of the Facilitator Training Seminars

The Strategic Actions										
1 Apply for Government Assistance		2 Organise Fund Raising		3 Attract Government Grants		4 Contact Government for Assistance				A CREATING FINANCIAL SYSTEM
5 Conduct Leaders Election		6 Organise Self-Help Awareness Campaign		7 Public Enlightenment Campaign		8 Enlighten More People Thru Meetings		9 Organise Regular Meetings		B ORGANISING EFFECTIVE PARTICIPATION
10 Consult with Traditional Chiefs		11 Embark on Enlightenment Campaign		12 Regular Sanitation Exercise		13 All Hands on Deck thru Meetings				
14 Research for Technical Know-how		15 Organise Effective Adult Education Class		16 Organise Training Programme		17 Sponsor Course on Leadership				C FORMING LEADERSHIP PROGRAMME
18 Embark on Viable Project (Stadium)	19 Formation of Co-op Societies (Consumer)	20 Establishing Rental Services		21 Establishing Cottage Industry (Animal Husbandry)		22 Establish Hand-Loom Textile Industry		23 Formation of Farmers Council		D INCREASING EMPLOYMENT OPPORTUNITIES
24 Hire Machinery for Farming				25 Acquire Farm Land						E IMPROVING FARMING SYSTEM

THREE MONTH OBJECTIVES

Strategic Action #11 - Embarking on enlightenment campaign
Intent of Action - To make the generality of the citizens accept the concent of "do it yourself" in the development of Igbogbo town
Three Month Objective - Holding 6 meetings

Strategic Action #14 - Research for Technical Know-how
Intent of Action - To mobilize the brains
Three Month Objective - 3 experts

Strategic Action #18 - Stadium Project
Intent of Action - To encourage sporting activities within Igbogbo town and environs
Three Month Objective - Completion of the football part of the stadium

SONGS

1.
Daraba, CDA Igbogbo daraba
Daraba, CDA Igbogbo daraba
Ka aa rehin eo
Daraba, CDA Igbogbo daraba
CDA Igogbo daraba
Ka aa rehin eo o

2.
Ilu ai, Ilu ai, Ilu Igbogbo
O dara, o lewa oin CDA
Ko si ibikibi to wu ki nwa lori-le aiye
Emi ko le gbagba,
Ilu Igbogbo, Ilu Igbogbo

3.
Ogo CDA lawa aa fne o
Ogo CDA, ogo CDA, lawa aa nfe O
Oba oke ko wa se 'gbe yi la-la-rinrin
Oba oke ko wa se 'gbe yi la-la-rinrin
Ogo CDA, ogo CDA, lawa aa nwa o
Chorus:

Lawa aa nwa o, lawa aa nwa o
Ogo CDA, Ogo CDA
Lawa aa nwa o.

The Five-Year Vision				
MANPOWER DEVELOPMENT	COMMERCIAL & INDUSTRIAL DEVELOPMENT	ENVIRONMENTAL DEVELOPMENT	IMPROVED INFRASTRUCTURE	SOCIAL SERVICES
Nursery/Primary Secondary Schools	Small-Scale Industry (Mechanic, Carpenter)	Proper Town Planning	Electricity Every Home	Population Growth
Youth Development Corps	Pot-Making	Enterprise Zone	Post Office/ Telephone Exchange	Health Care Centre
Vocational Centre	Commercial & Industrial Development	Big Sign: Welcome	Pipe-Borne Water Every Home	Low Cost Housing
Educated Farming Population	Market/ Shopping Centre	Tourism	Two Major Roads Tarred	Convention Centre
Employment For All	Mechanized Farming	Recreational Facility	Public Transportation	Employment For All

The Underlying Obstacles						
PATTERN OF DISUNITY & NON-COOPERATION	INSUFFICIENT INTERACTION OF COMMUNITY AND GOVERNMENT	UNRESEARCHED FUNDING SOURCES	LIMITED & INAPPROPRIATE EDUCATION	BACKWARD-LOOKING CONSERVATIVE TRADITION	UNMOBILISED DEVELOPMENT ORGANISATION	INSUFFICIENT ECONOMIC PRODUCTIVITY
Inadequate Interpersonal Communication	Unresponsive Government Agencies	Inexperience in Fund-Raising	Inappropriate Technology	Some Prejudices & Traditional Beliefs Limiting	Underdeveloped Co-operative Establishment	Poverty in Community
Community & Religious Leaders Pulling Apart	Inadequate Government Support	Lack of Funds	Ignorance of Alternatives	Land Ownership Problem & Selfishness	Migration of Motivators	Lack of Skilled Labour
History of Dishonest Community Leaders	People/ Government Alienation	Lack of Funds	Uninformed Unskilled People	Difficult Access to Land Owners	Non-existence of Igueben Dev. Organisation	Underproductivity of Farm Products
Lack of Dynamic Leadership	Government Misdirection	Unresearched Funding Sources	Inappropriate Education			
Lack of Interest of Past Top Indigenes	Lack of Government Motivation	Inavailability of Funds				
Disunity Among Indigenes	Lack of Infrastructure					
Lack of Cooperation Among Community Groups						
Inadequate Motivation to Participate						

Francis Ojefua, Igueben trainee, right, with Hannah Bruhns and Emma Ogueri, trainees, at facilitation training session

Igueben Community Development Organisation
Okpebho Local Government Area

24-25 March 1990
Bendel State, Nigeria

The Strategic Actions											
1 Enlight-enment Campaign	2 Identify Facilitators to Mobilize	3 Space Age Rally	4 Create Awareness & Education	5 Reach to Existing Groups	6 Leaders of Thought Conference	7 Improve Communic-ation	8 Infuse re: Unwholesome in Natl. Tradition	9 Supplement Daily	10 Hold Unity Rallies	11 Emphasize Areas of Similarity	A MOBILIZING FOR UNITY
12 IDO Pursue Benin City Fund Raising	13 Community Fund Raising	14 Create Fund-Raising Event	15 Research Funding Sources	16 Invest Resources to Stimulate Productivity	17 Establish Finance Company	18 Formation of Co-operative Bank					B ESTABLISHING FINANCIAL BASE
19 Organize Pressure Group	20 Form Effective Lobby Systea	21 Participation by Responsive Indigenes in Govt.	22 Foro Govt. Contact Group	23 Funding Team with Govt./Fin. Backgrounds	24 Organize Gov/Comm Workshop						C SETTING UP EFFECTIVE LOBBY TEAM
25 Everyone Shareholder in Igueben Farmers Association, Ltd	26 Organize Cooperative Group	27 Introduce Ag. Extension to Farmers	28 Encourage Local Commercial Activities	29 Form Properly Planned/Viable Small Enterprises	30 Land Dev. Corp. Ltd./Land Owners Association						D FORMING COOPERATIVES OR COMPANIES
31 Give High Productivity Awards	32 Declaration of Igueben Oath	33 Mobilization Last Saturday Each Month	34 Provide Credible Leadership								E MOTIVATING COMMUNITY ACTIVITY
35 Encourage Comprehensive/Functional Education	36 Form Association of Past/Present Educators/Industrialists	37 Set up a Vocational Institute	38 Monitoring Committee to Ensure Excellence								F INITIATING FUNCTIONAL EDUCATION
39 Open IDO Office in Igueben	40 Erect Welcoming Goodby Signboards	41 Organize Conference to Highlight IDO Activities									G HERALDING IDO PRESENCE
42 Repair General Hospital	43 Create Wellness Village										H IMPROVING HEALTH SERVICES

IMPLEMENTATION ACTIVITY:

Action #10 - Hold Unity Rallies - This implementation also carries out #3-Space age conference; #6-Leaders of thought conference
Intent: To mobilise people for unity
3-month Objective: Plan for a conference for December 1990
REPORT IN JULY - More work is needed; NEXT THREE MONTH'S OBJECTIVE - People of different groups having agreed to work together as a team
Action #17 - Establish Development Bank
Intent: To establish a bank
3-month Objective: Plan for establishing Ishan Community Bank
REPORT IN JULY - since it is not clear when community banks will be possible, the decision was made to create instead a finance company. So title of action changed to ESTABLISH FINANCE COMPANY; NEXT THREE MONTH'S OBJECTIVE - Finance Company Office Open
Action #28 - Encourage Local Commercial Activities
Intent: To manufacture and market Mayfair Cosmetics to provide local employment and to bring business, commerce, infrastructure to the community as a whole.
3-Month Objective: site location, foreign technical agreement, capitalisation, feasibility and market research
REPORT IN JULY - Land obtained from traditional ruler; NEXT THREE MONTH'S OBJECTIVE - Certificate of Incorporation secured, Phase 1 infrastructure completed, final agreement with technical partner secured.
Action #37- Set Up a Vocational Institute
Intent: To train youth of Igueben and surrounding areas in various fields.
3-Month Objective: Facility acquired, programme drawn up, awareness campaign begun
REPORT IN JULY - Name is now Martin Luther King Memorial Institute. A logo and letterhead have been designed. A property was located. Decisions were made about scope of studies; NEXT THREE MONTH'S OBJECTIVE - Work finished on buildings at Egbiki School (Abandoned) including 4 flagpoles(flag of Nigeria, MLKMI flag, guests) and a signboard; approval from Ministry of Education will have been secured.
Action #39/40 - IDO Office, Sign Boards
Intent: To create awareness of IDO presence in Igueben
3-Month Objective: To establish an office and erect sign boards in Igueben.
REPORT IN JULY - Office in Newtown rented; official opening on 15 April with 750 people participating; Controversy developed about Welcome/Goodby signboards so it was decided to let some time pass before trying to replace them.
NEW ACTIONS ADDED IN JULY:
Action #42 - Repair General Hospital NEXT THREE MONTH'S OBJECTIVE - Funds generated, repairs needed submitted to contractors
Action #43 - Create Wellness Village NEXT THREE MONTH'S OBJECTIVE - Acceptance of Land Owners Secured

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*Miss Susan A. Jatto
*Chief Cletus O. Imahe
*Dr. Victor Vanni
*Mrs. Mabel O. Oyugbe
*Mr. James Chumende
*Mr. S. S. Akhinagbá
*Dr. Williams Ayameh
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TRAINEES

Mr. S. O. Afolabi
*Mr. Francis Ojefua
Mr. Joseph B. Olasunkade
Mr. Skendy Omu
Mr. Pius Osagie

* = present both in March and in July
+ = present only in Jul

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Mr. Alex Sharta

Okemagba Community Development Association
Lagos State, Nigeria

Epe Local Government Area
31 March-1 April 1990

The Five-Year Vision					
PROVISION OF INFRASTRUCTURE	COMMUNICATION SYSTEM	COMMUNITY CARE CENTRE	AGRO-ALLIED INDUSTRY	STRENGTHENED COOPERATIVES	COMMUNITY WELFARE SERVICES
Water Supply	Telephone	Maternity Centre	Cottage Industry (Tie-Dye)	Fishermen's Cooperative Society	Recreational Centre
Street Lights		Community Hospital	Glass Industry		Community Guest House
Feeder Road	Post Office	Day Care Centre	Garri Processing Industry	Farmer's Cooperative Society	Cultural Centre
Modern Market	Printing Press	Nursery School	Storage Facilities	Strengthened CDA	Public Cemetery

The Underlying Obstacles			
ETHNIC CULTURAL DISCREPANCIES	INAPPROPRIATE MANPOWER DEVELOPMENT	DISCONTINUITY OF GOVERNMENT PROGRAMME	FINANCIAL IMPROPRIETY
Lack of Unity	Negative Attitude	Unstable Government	Financial Embezzlement
Nepotism	Low Morale	Misplacement of Priorities	Lack of Funds
Selfish Motivation	No Technical Know-how	Absence of Good Road	Unavailability of Enough Funds
Religious Sentiment	Insufficient Community Mobilization	Importing of Raw Material	
Improper Ownership of Land	Inability to Plan		
Selfishness			

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Mr. Bisi Asafa
Mr. Tailoo Lanen
Mr. Aliu Adesanya
Mr. Olatunji Ibraheem
Alhaji Alakape
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Okemagba Community Development Association
Lagos State, Nigeria

Epe Local Government Area
31 March-1 April 1990

The Strategic Actions				
1 Regular Dialogue with Government	2 Love Each Other	3 Love and Dialogue	4 Assist Each Other When Necessary	A INTENSIFYING COMMUNITY/GOVERNMENT DIALOGUE
5 Re-orientation of Minds	6 Mass Awareness Campaign	7 Community Seminar	8 Break the Religious Differences	B CREATING MASS AWARENESS CAMPAIGN
9 Weekly Regular Meetings (Elder)	10 Selection of Capable Leaders	11 Organise Monthly Community Meeting		C ESTABLISHING COMMUNITY DIALOGUE
12 Inculcate Spirit of Corrective Responsibility	13 Organise Road Project Work Day	14 Communal Effort for Multipurpose Centre		D ENCOURAGING COMMUNITY PARTICIPATION

THREE MONTH OBJECTIVES

Strategic Action #1 - Regular Dialogue with Government
Intent of Action - To provide social amenities to the community
Three Month Objective - Fencing of Mojoda Market
Energising of ODA Multipurpose Centre

Strategic Action #7 - Community Seminar
Intent of Action - To get people trained in effective leadership
Three Month Objective - 10 people targetted to have been trained

Strategic Action #11 - Organise Monthly Community Meeting
Intent of Action - To education people about the development of the community Alhtaoshin
Three Month Objective - Have covered four out of ten villages and towns

O. D. Asingbi, Shell trainee, second from left, at the Ebute-Olowo meeting.

The Five-Year Vision

LEARNING PLACES	HEALTH CENTRES	IMPROVED INFRASTRUCTURES	MODERN INDUSTRY	COMMUNITY DEVELOPMENT
Church	Public Toilets	Well-Tarred Roads	Fishing Industry	Community Hall
Mosque		Good Roads	Fishing Boats	More Buildings
Schools	Hospital	Electricity	Textile Industry	2500 Population
Nursery School	Maternity Centre	Pipe-Borne Water	Arable Farming	Doing Things Together
				Unity

The Underlying Obstacles

DIFFERING COMMUNITY VISIONS	LIMITED ABILITY TO RAISE FUNDS INTERNALLY	GOVERNMENTAL NEGLECT OF THE COMMUNITY	UNTAPPED HUMAN/TECHNICAL RESOURCES	UNAVAILABLE FARM IMPLEMENTS	UNCONTROLLED LAND EROSION	DISTURBING LAND SPECULATION	INADEQUATE VILLAGE TRANSPORT
No Village Head	Limited Growing Season	Lack of Government Assistance	Unable to Tap Some Resources (knowledge, ocean)	Lack of Material for Fishing and Farming	Flood in Rainy Season	Menace of Land Speculators	Lack of Transport
Disunity	Lack of Funds	Government Officials Not Encouraging	No Qualified Teachers	No Modern Farming Equipment	Sea Erosion	Fear of Government Taking Land	Lack of Connections Between Living Places
Uncooperative Side of the Community	Not Sufficient Funds	Insufficient Government Cooperation	Drift of Learned Indigenes to the Cities				
Irregular CDA Meetings	Lack of Funds	Government Presence Not Felt					
Lack of Unity	Insufficient Contributions						
Lack of Community Dialogue	Lack of Philanthropic Contributions						

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Okun-Ibeju Community Development Association 10-11 April 1990
Eti-Osa Local Government Area Lagos State, Nigeria

The Strategic Actions						
Get Voluntary Contributions	2 Contribute Money for Schools	3 Make Voluntary Contributions at Regular Meetings	4 Appeal for Funds From Outside Sons/Daughters and Wellwishers			A RAISING FUNDS
5 Write Sons/Daughters to Come for Meetings	6 Hold Regular Meetings	7 Invite Qualified People from Outside to Visit				B INVITING PEOPLE TO REGULAR MEETINGS
8 Create Drainage	9 Build Toilet to Attract Gov. Attention	10 Make Road Motor-able	11 Buy Vehicles	12 Mechanise Farming	13 Intensify Efforts to Mobilise Co-op Multipurpose Soc.	C STARTING VIABLE PROJECTS
14 Cooperate to Select Village Head	15 Make Personal Contact	16 Unite as Landowners	17 Unite & Stand Against Land Speculators			D COOPERATING FOR UNITY
18 Write Government What CDA is Doing	19 Ask For Government Assistance	20 Appeal to Government to Subsidise Fishing Material	21 Appeal to Government to Construct Road			E APPEALING FOR GOVERNMENT HELP

THREE MONTH OBJECTIVES	SONG
Strategic Action #1 - Get Voluntary Contributions Intent of Action - To get a modern toilet Three Month Objective - 5,000 Naira Strategic Action #6 - Regular Meetings Intent of Action - To involve all members in toilet building project Three Month Objective - To meet 12 times Strategic Action #9 - Toilet Construction Intent of Action - To attract government attention Three Month Objective - Toilet built	Awa ni lo bolode sode (3 ee) - chorus Ode ire Iba awon ilu o Iba alaye Iba irunmole Ode ire Ki ba ile ko wa ma ni so Aja ki nja mo lehin ekun O chorus

Tajudeen Ajenifuja, trainee from Okun-Ibeju, at the Ifeloden meeting.

Oluga Community Development Association
Odeda Local Government Area

6-7 April 1990
Ogun State, Nigeria

The Five-Year Vision					
ELECTRICITY	ADVANCING TO SECONDARY EDUCATION	GOOD HEALTH	MODERN FARMING	INDUSTRY AND MARKET	TARRED ROADS
Electricity	Improved Education	Hospital	Fertiliser	Modern Market	Good Roads
		Maternity Centre	Farm Implements		
Electricity		Public Toilet	Farming Equipment	Soap Making Industry	Good Roads
	Improved Secondary Schools	Pipe Borne Water	Agricultural Loans From Government		
Electricity		Pipe Borne Water		Garri Processing Equipment	Good Roads
		Pipe Borne Water	Farm Implements		

The Underlying Obstacles					
NO GOOD ROAD	DO NOT ATTRACT ATTENTION OF GOVERNMENT	COST OF LIVING HIGH COMPARED TO INCOME	FARMERS DO NOT KNOW HOW TO GET GOVERNMENT LOAN	DO NOT KNOW HOW TO PRACTICE MODERN FARMING	SCARCITY OF MATERIALS MAKES PRICES HIGH
Customers Do Not Come To Our Market	Non-Availability of Fertiliser	Lack of Funds	Do Not Know the Bank that Gives Loans	No Knowledge of Modern Farming	High Cost of Building Materials
4 km to Market No Profit	Do Not Get Government Attention	Inadequate Funds	Agriculture Loans Not Given to Farmers	Do Not Know Modern Farming Methods	High Cost off Establishment of Industry
Poor Village Roads	Do Not Attract Government Attention	A Lot is Spent on Domestic	No Loan from Government	Do Not Know Modern Farming Methods	High Cost of Building Materials
No Good Way To Get Goods To Market	Poor Communication Between Government and Community	We Get Less Income from Farm Products	Do Not Know How to Get Government Loan		
Expensive Transport 10 Naira	Unable to Get Government to Build Hospital	High Risk in Selling Local Goods			
No Linkage to Major Road - 9 km	Unable to Attract Attention of LGA				
Expensive Transport No Profit					
No Motor To Carry Goods to Market					

SONG:

1.
Ise agbe ni ise ile wa (2 ee)
Eniko sibe amajale lue kinko lalsi oko
Ali ada Koipe o Koupe o

2.
Ise kia agbe nse ti omo
Oko lagbe nro ti mo mo

3.
Awa agbe loba a esa fagbe sere (2 times)
Eda ti koba jemi oko kiloese?

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Mrs. Iyilola Solola
Mr. Dick West

Oluga Community Development Association
Odeda Local Government Area

6-7 April 1990
Ogun State, Nigeria

The Strategic Actions						
1 Contributions for Secondary School	2 Minimise Expenses on Ceremonies	3 Monthly Contributions	4 Community Levy for Market	5 Raise Coooperative Fund	6 Fundraising for Road and Maternity Hospital	A RAISING FUNDS
7 Agricultural Personnel to Come to Train Us	8 Increase LGA Grant		9 Get Government to Build Hospital	10 Increase LGA Grant		B MEETING WITH GOVERNMENT
11 Plead to Government for Help on Road	12 Community Delegation Visit Bank for Loan		13 Representatives Ask for Grant from LGA	14 Ask Government Where Bank Loan Can Be Obtained		
15 Regular Meetings with LGA Attending	16 Form Village Youth Club	17 Establish Large Farm	18 Research to Get Cheaper Fertiliser	19 Form Cooperative with Certificate	20 Form Coop so Government Can Make Loan	21 Form Coop Society to Get Gov. Attention	C FORMING COOPERATIVE SOCIETY
22 Build Road As Far As We Can			23 Start Community Construction of Road				D STARTING SELF-HELP PROJECT

THREE MONTH OBJECTIVES

Strategic Action #4 - Community Levy for Market
Intent of Action - To make it easy to sell local products
Three Month Objective - To make contributions for market

REPORT IN JULY - We cleared the weeds and added more stores; before only 5 came to market, now have up to 10

Strategic Action #5 - Raise Cooperative Funds
Intent of Action - To deal with all our outstanding projects
Three Month Objective - 1000 Naira raised

REPORT IN JULY - 2000 Naira was raised. "We now understand that the future is in our hands."

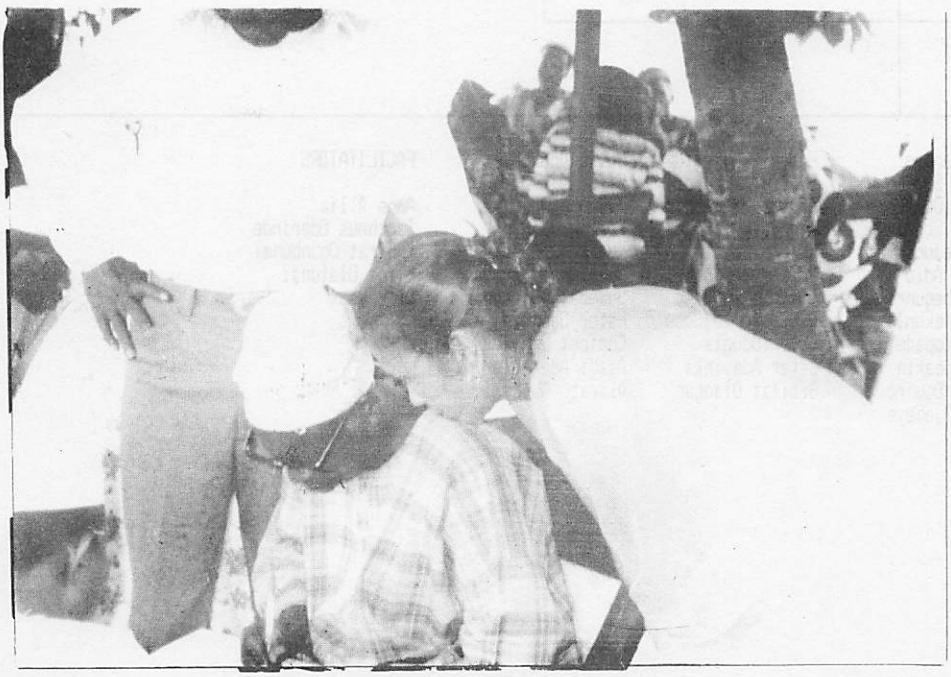
Strategic Action #9 - Get Government to Build Maternity Centre
Intent of Action - For good health service
Three Month Objective - To continue the building

REPORT IN JULY - We made the foundation, filled the ground, cleared the surroundings.

Strategic Action #19 - Form Cooperative Society
Intent of Action - To have piggery farm and fish pond
Three Month Objective - Society formed
REPORT IN JULY - Land was given for the farm. A suitable place for the fish pond was found. Collected 825 Naira to start the work.

Strategic Action #21 - Form Cooperative Society
Intent of Action - To get more food in the community
Three Month Objective - Have four acres of land
REPORT IN JULY - 4 acres was cleared and burned. We planted corn and cassava and have done the first weeding. Have no good road to farm so have to walk 5 miles. We had no equipment so all work was done by hand.

NEW ACTION FOR NEXT THREE MONTHS: Strategic Action # 7 - Agricultural personnel to come and train us
Intent of Action - To increase our knowledge of farming
Three Month Objective - To have two times of training



Zaccheus Oderinde, center, Oluga trainee with Mangala Gavai, right, at the Ibafo meeting

Orile Itesi Emulu Better Life Group
Ogun State, Nigeria

Odeda Local Government Area
11-12 April 1990

The Five-Year Vision				
MORE TRADING ACTIVITIES	EXPANDED FARMING	IMPROVED HEALTH SERVICES	STRONG FINANCIAL BASE	FUNCTIONAL EDUCATION
Modern Market	Fertiliser	Pipe Borne Water	Garri Processing Factory	Nursery School
Five-Day Market	Herbicide		Soap Industry	
Good Road to Farm	Cutlass and Hoes	Electricity for Village	Rice Milling Machine	
Good Tar Road	Ploughing Machine	Community Hospital	Loan from Government	Secondary School
	Tractor for Farm		Community Bank	

The Underlying Obstacles			
UNRELIABLE PUBLIC TRANSPORTATION	INDISCIPLINE OF MEMBERSHIP	EXPENSES HIGHER THAN INCOME	MISTRUST OF ELITES
Unserviceable Transport	Disunity in Community	Insufficient Capital	Do Not Know Where to Go for Loans
10 km to Market - No Profit	Uncommitted Membership	Electricity Not Former Priority	Do Not Know How to Get Government Cooperation
Erosion Destroys Roads	Meetings not Regular	Lack of Funds	Agricultural Money Does Not Come to Farmers
Lateness to Market	Duplicated Secondary School	Unable to Raise Money in Community for Electricity	Unable to Get Government to Build Hospital
Customers Do Not Come to Village Market	Illiteracy	High Cost of Materials	
Poor Village Roads	Old Age		
No Motor Vehicle			

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Orile Itesi Emulu Better Life Group
Ogun State, Nigeria

Odeda Local Government Area
11-12 April 1990

The Strategic Actions						
1 Regular Monthly Meetings	2 Fortnightly Meeting for Fin. Contributions	3 Conduct Election of Officers	4 Appoint a Society Messenger	5 Organise Fortnightly Meeting	6 Write to Government for Joint Meeting	A STRENGTHENING GROUP ADMINISTRATION
7 Special Contributions for Soap Factory			8 Establish Soap Industry			B LOCATING FINANCIAL SOURCES
9 Build Market with Local Materials	10 Write to People of Community to Help on Market		11 Invite Neighbor Groups for Fundraising	12 Write Sons & Daughters for Fundraising		C TAPPING OUTSIDE RESOURCES
13 Write to LGA to Reopen Secondary School			14 Organise Joint Meeting for Reopening the Secondary School			D BUILDING EDUCATIONAL STRUCTURES

THREE MONTH OBJECTIVES

Strategic Action #1 - Regular Monthly Meeting
Intent of Action - To do what we need in our society
Three Month Objective - 300 Naira in six times

Strategic Action #7 - Establish Soap Factory
Intent of Action - To provide sufficient soap
Three Month Objective - Foundation Laying

Strategic Action #9 - Build Market
Intent of Action - To see our produce easily
Three Month Objective - Two local shops

SONG
Egbe Obinrin rere Oroki Lawa o (2 ee)
Awa n sagbe a si tun sowoo to pe jojo (2 ee)
Egbe Obinrin rere Oroki Lawa o (2 ee)

Anbe Alawura ko fun wa ni iranlowo gidi (2 ee)
Ke gbe dun ko si tun ni arinrin (2 ee)
Egbe Obinrin rere Oroki lawa o (2 ee)

Iyilola Solola, trainee from Oriele Itesi Emolu, second from left, at the Ibafo meeting.

Spinal Cord Injuries Association of Nigeria - SCIAN
Lagos, Nigeria 7-8 April 1990

The Five-Year Vision

SCIAN VILLAGE	ORGANISATION DEVELOPMENT AND GROWTH	BUSINESS VENTURE AND SHELTERED WORKSHOP	INCREASED DISABLED TRAINING OPPORTUNITIES	EQUAL OPPORTUNITIES & FACILITIES (INTEGRATION)
Current Place Too Small	Chapters in all States	Manufacture of Wheel Chair Company	Established Counselling & Guidance Unit	Enact a Law for Disabled Civil Rights
	Independent Living Centres in all States	Floating Companies Advertise Purchase of Shares	Thinking & Attitudes of the Disabled Readjusted	Programmes for Employment and Housing
A Big Clinic	Respected Across Nation as Champion for Disabled Civil Rights	Generate 80% of Funds Internally	Training and Sponsoring Talented Individuals	Adapted Transportation
	Skills Acquisition Centres in all States	Invest in Super Market for Products	Disabled as President of Country	Modified Vehicles
Raise 5,000,000 Naira	Participation in More Organised Disabled Sports	Make Aids & Appliances	Disabled Person as Federal Government Minister	Public Enlightenment
	Dedicated Membership with Leadership Potential	Fund Raising		Comprehensive Rehabilitation Centre
		SCIAN as Leading Computer Institute		

The Underlying Obstacles

IMPROPER DISABLED ORGANISATION AND MOBILISATION	PUBLIC DISABLED PREJUDICES	POOR REHABILITATION	INADEQUATE PUBLIC FACILITIES	INEFFECTIVE GOVERNMENT LEADERSHIP	POOR FUND RAISING PLANNING
Inadequate Paid/Fulltime Staff	Poor Perceptions by Public	Ineffective Technical Skills	Communication Problems	Government Cold Attitude	Lack of Funds
Lack of Dedication and Self-Discipline	Public Underestimation of the Disabled	Poor Self-Concept by Disabled People	Ineffective Transportation	Inadequate Law Enforcement	Inadequate Funds
Lack of Personnel	Inadequate Public Awareness	Negative Attitudes of Disabled People	Immobility	Unblessed Disabled Civil Rights	
Inadequate Leadership	Negative Public Attitude	Lack of Encouragement, Discipline and Manpower	Publicity Inadequacies		
Ineffective Organisation	Inadequate Private Participation	Insufficient Qualified Instructors			
Unavailability of Trainers and Lack of Encouragement	Lack of Knowledge about Disabilities				
Inadequate Finance, Manpower & Equipment					
Disabled not Properly Organised and Mobilized					

PARTICIPANTS

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*=present at both April and August meetings
+=present only in August

Spinal Cord Injuries Association of Nigeria - SCIAN
Lagos, Nigeria 7-8 April 1990

The Strategic Actions							
1 Establish Mobile Guidance and Counselling Team	2 Use Experienced Instructors for the Disabled	3 Leadership Skills Training for Members	4 Enrich Membership Training and Education	5 Attract Influential Disabled	6 Appoint Fulltime Executive and Admin. Secy.	7 Good Management Training	A ATTRACTING AND DEVELOPING LEADERSHIP
8 Establish Rehabilitation Committee	9 Intensive Lobbying of Government	10 Establish Technical Team to Advise Government Agencies	11 Encourage Disabled for Elective Offices	12 Create Liaison Team Between Gov. and Disabled	13 Involve First Ladies of Federal & State Govts.		B IMPROVING GOVERNMENT RELATIONSHIPS
14 More Public Enlightenment thru Media	15 Exhibition of Disabled Products	16 Expose Skills of Disabled to Public and Government	17 Organise More Workshops for Disabled Public	18 Effective Communication	19 Public Enlightenment Campaign for the Disabled		C SETTING UP PUBLIC ENLIGHTENMENT CAMPAIGN
20 Determine Financial Needs and Set Targets	21 Qualified Planners for Fund Raising	22 Organise Effective Fund Raising Activities	23 Identify Lucrative Ventures & Exploit Gov. Loan Facilities	24 Research Sources of Funds			D PLANNING FUND RAISING DRIVE
25 Get Proposal to the Appropriate Authority		26 Submit Draft Law on Disabled Rights to Government		27 Enforce Laws of Disabled			E INFLUENCING ENACTMENT AND ENFORCEMENT OF LEGISLATION
28 Collaborate with Foreign Disabled Organisations, UN Agencies and Charitable Organisations							F FOREIGN COLLABORATING FOR RESOURCE ENHANCEMENT

IMPLEMENTATION:
Strategic Action #5 - Attract Influential Disabled
Intent of Action - To provide adequate leadership pool
Three Month Objective - To attract 30 influential and enlightened disabled from Lagos - @ 10/month
REPORT AT AUGUST FOLLOWUP MEETING - committee met 5 times; 3 new people joined
Objective by end of 1990 - 8 new members

Strategic Action #13 - Involve First Ladies
Intent of Action - To get first ladies of states where SCIAN has chapters to help in public enlightenment and in lobbying the government
Three Month Objective - Group visits to such first ladies
REPORT AT AUGUST FOLLOWUP MEETING - Governor's wife in Bendel State accepted to be Patron of State Chapter; others still working
Objective by end of 1990 - All 6 first ladies as patrons

Strategic Action #22 - Organise Effective Fund Raising
Intent of Action - To lay foundation for SCIAN village - 50,000,000 Naira in cash and in-kind needed
Three Month Objective - Plan for 12 months programme of financial activity
REPORT AT AUGUST FOLLOWUP MEETING - fencing of land with contribution of 96,000 Naira; preliminary budgets made
Objective by end of 1990 - Complete plan for 3 years

Strategic Action #26 - Submit Draft Law on Disabled Rights to Government
Intent of Action - To get law on disabled rights enacted
Three Month Objective - Having Draft Law ready for submission
REPORT AT AUGUST FOLLOWUP MEETING - Draft of law prepared and being checked by Chairman
Objective by end of 1990 - Draft of law in hands of Minister of Justice

S. O. Afolabi, SCIAN trainee, on right at Alikama Skill meeting

COMPOSITE OF ELEMENTS OF THE VISION WORKSHOPS OF 20 GROUPS

ADEQUATE STANDARD OF LIVING					EFFECTIVE INTERNAL OPERATIONS
IMPROVED MODERN FARMING		PROFITABLE BUSINESS & INDUSTRY			
23 ITEMS = 20%		31 ITEMS = 26%			11 ITEMS = 9%
MODERN FARMING -Oluga-	SUITABLE FARM LAND -Ifo-	MORE BUSINESS DEVELOPMENT -Alikama Skill-	FOOD PROCESSING -Ifelodun Akeyan-	MORE TRADING ACTIVITIES -Orile Itesi Emulu-	STRENGTHENED COOPERATIVE -Okemagba-
PROVISION FOR MECHANISED FARMING -Iselogun Ise-	MODERN FARMING -Abakuyamo-	AGRO-ALLIED INDUSTRY -Okemagba-	MODERN COOKING EQUIPMENT -Iselogun Ise-	TRADING LOCAL PRODUCTS -Abakuyamo-	ORGANISATIONAL DEVELOPMENT AND GROWTH -SCIAN-
MODERN FARMING -Ibafo-	INCREASED FOOD PRODUCTIVITY -Alikama Mgt.-	AGRO-INDUSTRIES INITIATION -Ore Ofe Aloku-	INCREASED MEAT PRODUCTION -Ogo Oluwa-	INDUSTRY AND MARKET -Oluga-	GOOD GROUP ORGANISATION -Alikama Skill-
MODERN AGRICULTURAL MACHINERY -Ifo-	INCREASED CASH CROP PRODUCTION -Ogo Oluwa-	FARM INDUSTRIES -Ifelodun Akeyan-	FOOD PROCESSING INDUSTRY -Light-	MODERN MARKET -Ebute Olowo-	GROUP TRAINING SCHEME -Alikama Mgt.-
INCREASED MEAT PRODUCTION -Ogo Oluwa-	ESTABLISH LIVESTOCK PROJECT -Iselogun Ise-	AGRICULTURAL RELATED INDUSTRY -Alimaka Mgt.	FOOD PROCESSING -Ibafo-	TRADING LOCAL PRODUCTS -Ibafo-	EFFECTIVE MANAGEMENT STAFF -Alikama Mgt.-
MODEL COOPERATIVE FARMING -Iselogun Ise-	MECHANISED FARMING FOR INCREASED PRODUCTION -Ogo Oluwa-	MECHANISED COTTAGE INDUSTRIES -Ore Ofe Aloku-	FOOD PROCESSING AND STORAGE -Iselogun Ise-	MARKETING FACILITIES -Light-	NEW ADMINISTRATIVE SYSTEMS -Igbogbo-
IMPROVED COMMUNITY FARMING -Ebute Olowo-	MECHANISED FARM EQUIPMENT -Light-	COMMERCIAL & INDUSTRIAL DEVELOPMENT -Igueben-	CENTRAL STORAGE AND MARKETING FACILITIES -Alikama Mgt.-	MODERN TOURIST ATTRACTIONS -Igbogbo-	SUFFICIENT FINANCIAL RESOURCES -Ifo-
FARM IMPLEMENT FACILITY -Ifelodun Akeyan	INCREASED AGRICULTURAL PRODUCTION -Ifeloden-	MODERN INDUSTRY -Okun Ibeju-	EXPORT OF LOCAL PRODUCTS -Ogo Oluwa-	IMPROVED MARKETING -Ifo-	STRONG FINANCIAL BASE -Orile Itese Emulu-
POULTRY FARM Ebute Olowo	INCREASED FOOD PRODUCTION Ore Ofe Aloku	LARGER SCALE PRODUCTION -Alikama Skill-	PROFITABLE AGRO-ALLIED SERVICES -Igbogbo-	PROFITABLE AGRO-ALLIED SERVICES -Igbogbo-	GOOD CAPITAL BASE -Skill-
EXPANDED FARMING Orile Itese Emulu	LIVESTOCK FARMING Light	MORE EFFICIENT EQUIPMENT -Alikama Skill	SHELTERED WORKSHOP -SCIAN-	FULL COMMUNITY EMPLOYMENT -Ifesowapo-	GOOD GOVERNMENT REPUTATION -Alikama Mgt.-
ARABLE FARMING Light	YEAR ROUND FARMING Aselogun	SEWING FACTORY -Ebute Olowo			GOVERNMENT ACCESSIBILITY -Ifesowapo-
YEAR ROUND FARMING Ogo Oluwa					

ESSENTIAL UTILITIES AND INFRASTRUCTURES		IMPROVED HEALTH CARE	NECESSARY CULTURAL AND EDUCATIONAL SYSTEMS	
23 ITEMS = 20%		12 ITEMS = 10%	17 ITEMS = 15%	
EQUAL OPPORTUNITIES FACILITIES -SCIAN-	SOCIAL SERVICES -Igueben-	IMPROVED HEALTH SERVICES -Igbogbo-	IMPROVED CHILDREN'S CLUB -Ebute Olowo-	ERADICATION OF ILLITERACY -Ifesowapo-
EASY TRANSPORTATION -Abakuyamo-	COMMUNITY SOCIAL AMENITIES -Light-	CLEAN COMMUNITY ENVIRONMENT -Ifesowapo-	EDUCATION FOR ALL -Ifeloden-	SOCIAL AMENITIES -Ore Ofe Aloku-
PROVISION OF INFRASTRUCTURE -Okemagba-	FARM ACCESSIBILITY -Ifo-	ENVIRONMENTAL DEVELOPMENT -Igueben-	FUNCTIONAL EDUCATION -Orile Itesi Emulu-	COMMUNITY DEVELOPMENT -Okun Ibeju-
TARRED ROADS -Oluga-	COMMUNITY STREET LIGHTS -Ebute Olowo-	AVAILABLE HEALTH SERVICES -Abakuyamo-	COMMUNITY WELFARE STRUCTURES -Ifelodun Akeyan-	DISABLED TRAINING -SCIAN-
ESSENTIAL COMMUNITY UTILITIES -Oluga-	ACQUIRING TRANSPORT -Ibafo-	HEALTH SCHEME -Alikama Mgt.-	ADVANCED EDUCATION -Ibafo-	RECREATION CENTRE -Ebute Olowo
COMMUNICATION SYSTEM -Okemagba-	ELECTRICITY -Oluga-	HEALTH CENTRES -Okun Ibeju-	ADVANCING TO SECONDARY EDUCATION -Oluga-	NEW RELIGIOUS CENTRES -Ifeloden-
PUBLIC UTILITIES -Ifelodun Akeyan-	IMPROVED ROADS -Ebute Olowo-	IMPROVED HEALTH SERVICES -Orile Itesi Emulu-	LEARNING PLACES -Okun Ibeju-	QUALIFIED LABOUR -Ogo Oluwa-
COMMUNITY INFRASTRUCTURE DEVELOPMENT -Ifeloden-	UTILITIES AVAILABILITY -Ibafo-	GOOD HEALTH -Oluga-	ADVANCES IN EDUCATION -Abakuyamo-	MANPOWER DEVELOPMENT -Igueben-
PIPED WATER SUPPLY -Ebute Olowo-	ELECTRICITY IN THE VILLAGE -Abakuyamo-	COMMUNITY CARE CENTRE -Okemagba-	COMMUNITY WELFARE SERVICES -Okemagba-	
MORE INTERNAL ACCESSIBILITY -Ifesowapo-	IMPROVED INFRASTRUCTURE -Okun Ibeju-	GOOD HEALTH FOR ALL -Ifeloden-		
IMPROVED INFRASTRUCTURE -Igueben-	REQUIRED MODERN INFRASTRUCTURE -Igbogbo-	GOOD HEALTH FOR ALL -Ifesowapo-		
EASY TRANSPORT MOVEMENT -Ifesowapo-		SCIAN VILLAGE -SCIAN-		

COMPOSITE OF ELEMENTS OF THE OBSTACLE WORKSHOPS OF 20 GROUPS

INADEQUATE ECONOMIC BASE			INSUFFICIENT INFRASTRUCTURE FACILITIES
LOW STANDARD OF LIVING		UNTAPPED SOURCES FOR FUNDS	
20 ITEMS = 20%		13 ITEMS = 13%	10 ITEMS = 10%
STAGNATION OF ADVANCEMENT -Ifelodun Akeyan-	NO PERMANENT OFFICE -Alikama Mgt.-	INADEQUATE FINANCIAL BASE -Alikama Mgt.-	UNRELIABLE PUBLIC TRANSPORTATION -Ibafo-
LIMITED COLLATERAL POSITION -Alikama Skill-	FARMERS ARE PRESSURED TO SELL ON TIME -Iselogun Ise-	NON-AVAILABILITY OF FUNDS -Abakuyamo-	NEGLECTED ROAD MAINTENANCE -Light-
EXPENSES HIGHER THAN INCOME -Orile Itesi Emulu-	COST OF LIVING HIGH COMPARED TO INCOME -Oluga-	NON-AVAILABILITY OF CAPITAL -Ibafo-	INACCESSIBLE ROUTES TO THE MARKET -Ibafo-
UNAVAILABLE FARM IMPLEMENTS -Okun Ibeju-	FARMS TOO SMALL TO ACCUMULATE CAPITAL -Ogo Oluwa-	UNRESEARCHED FUNDING SOURCES -Igueben-	INACCESSIBLE ROUTES TO THE MARKET -Abakuyamo-
LOW PROFIT AND HIGH MAINTENANCE -Ore Ofe Aloku-	LOW PROFIT DUE TO HIGH INFLATION -Ifelodun Akeyan-	FINANCIAL IMPROPRIETY -Okemagba-	INADEQUATE VILLAGE TRANSPORT Okun Ibeju-
EXCESSIVE INFLATION RATE -Alikama Skill-	EXPENSIVE BUILDING MATERIALS -Abakuyamo-	LIMITED INCOME-GENERATING CAPACITY -Ifesowapo-	NO GOOD ROAD -Oluga-
LACK OF PAID STAFF -Alikama Mgt.-	EXPENSIVE BUILDING MATERIALS -Ibafo-	LOW INCOME OPPORTUNITIES -Igbogbo-	UNRELIABLE PUBLIC TRANSPORTATION -Orile Itesi Emulu-
GAP BETWEEN INTEREST RATES & PRODUCTIVITY -Ogo Oluwa-	UNSTEADY COMMODITY SUPPLY -Light-	UNTAPPED FINANCIAL RESOURCES -Ebute Olowo-	INSUFFICIENT INFRASTRUCTURE FACILITIES -Igbogbo-
EXCESSIVE CONSTRUCTION COSTS -Ogo Oluwa-	SCARCITY OF MATERIALS MAKES PRICES HIGH -Oluga-	LACK OF CAPITAL -Iselogun Ise-	INADEQUATE PUBLIC FACILITIES -SCIAN-
INSUFFICIENT ECONOMIC PRODUCTIVITY -Igueben-	UNSTABLE MOBILE POPULATION -Igbogbo-	LIMITED INCOME GENERATING OPPORTUNITIES -Ebute Olowo-	UNCONTROLLED LAND EROSION -Okun Ibeju-
		LIMITED ABILITY TO RAISE FUNDS INTERNALLY -Okun Ibeju-	
		INADEQUATE FINANCIAL BASE -Ifo-	
		POOR FUND-RAISING PLANNING -SCIAN-	

UNDERDEVELOPED HUMAN POTENTIAL		COMMUNICATION GAP	
		WITHIN GROUPS AND COMMUNITIES	BETWEEN GOVERNMENT AND COMMUNITIES
19 ITEMS = 19%		23 ITEMS = 22%	17 ITEMS = 17%
INADEQUATE MANAGEMENT SKILLS -Alikama Skill-	INADEQUATE EDUCATIONAL SYSTEMS -Igbogbo-	BACKWARD-LOOKING CONSERVATIVE TRADITION -Igueben-	UNCOMPROMISING ATTITUDE OF THE PEOPLE -Ifelodun Akeyan-	INEFFECTIVE LAND-USE POLICIES -Igbogbo-	INEFFECTIVE GOVERNMENT LEADERSHIP -SCIAN-
UNAVAILABILITY OF SKILLED PERSONNEL -Ore Ofe Aloku-	UNABLE TO GET PROFESSIONAL ASSISTANCE -Ebute Olowo-	DO NOT KNOW WHAT IS GOING ON OUTSIDE -Abakuyamo-	INSUFFICIENT INFORMATION EXCHANGE -Alikama Mgt.-	GOVERNMENTAL NEGLECT OF THE COMMUNITY -Okun Ibeju-	DO NOT KNOW HOW TO GET GOVERNMENT LOAN -Oluga-
UNDEVELOPED AGRICULTURAL PLAN -Ebute-Olowo-	LIMITED KNOWLEDGE -Ifelodun Akeyan-	RESTRICTIVE TRADITIONAL MINDSET -Igbogbo-	SHALLOW THINKING -Ifelodun Akeyan-	BUREAUCRATIC GOVERNMENT SUPPORT -Alikama Skill-	STRICT/HARD GOVERNMENT POLICY -Isekogun Ise-
INEFFECTIVE INEFFICIENT LEADERSHIP -Igbogbo-	INADEQUATE TECHNICAL KNOWHOW -Ifo-	INADEQUATE LOCAL INFORMATION -Alikama Skill-	INDISCIPLINE OF MEMBERS -Orile Itesi Emulu-	UNABLE TO ATTRACT GOVERNMENT ATTENTION -Abakuyamo-	SLOW, COMPLEX SYSTEMS AND POLICIES OF GOVT. ASSISTANCE -Ogo Oluwa-
INAPPROPRIATE MANPOWER DEVELOPMENT -Okemagba-	LIMITED & INAPPROPRIATE EDUCATION -Igueben-	DIFFERING CONCEPTS OF NEEDS -Ore Ofe Aloku-	PATTERN OF DISUNITY & NONCOOPERATION -Igueben-	PEOPLE'S DEPENDENCY ON GOVERNMENT -Igbogbo-	INACCESSIBLE LAND ACQUISITIONS -Ifesowapo-
INABILITY TO ATTRACT MANAGEMENT SKILLS -Ogo Oluwa-	INSUFFICIENT EDUCATIONAL AID -Ifesowapo-	ETHNIC CULTURAL DISCREPANCIES -Okemagba-	LOW MEMBER PARTICIPATION -Alikama Mgt.-	DISTURBING LAND SPECULATION -Okun Ibeju-	DISCONTINUITY OF GOVERNMENT PROGRAMME -Okemagba-
IMPROPER ORGANISATION & MOBILISATION -SCIAN-	IRRELEVANT EDUCATION SYSTEM -Iselogun Ise-	DIFFERING COMMUNITY VISIONS -Okun Ibeju-	TOO NARROW PARTICIPATION BASE -Ebute Olowo-	INSUFFICIENT INTERACTION BETWEEN COMM. AND GOVT. -Igueben-	DO NOT ATTRACT ATTENTION OF GOVERNMENT -Oluga-
INADEQUATE LEADERSHIP POTENTIAL -Ifo-	UNTAPPED HUMAN AND TECHNICAL RESOURCES -Okun Ibeju-	SPLIT BETWEEN TWO FACTIONS -Ifeloden-	PUBLIC DISABLED PREJUDICES -SCIAN-	INACCESSIBLE GOVERNMENT SERVICES -Ifeloden-	NON-EFFECTIVE AGRICULTURAL POLICIES -Light-
UNMOBILISED DEVELOPMENT ORGANISATION -Igueben-	OUTDATED UNSKILLED FARMING METHODS -Light-	UNESTABLISHED BASIS FOR TRUST -Ifesowapo-	DIVERSE OPINIONS OF LEADERSHIP -Iselogun Ise	UNABLE TO ATTRACT GOVERNMENT ATTENTION -Ibafo-	
DON'T KNOW HOW TO DO MODERN FARMING -Oluga-		MISTRUST OF ELITES -Orile Itesi Emulu-	NO COMMUNITY-WIDE CONSENSUS DECISION-MAKING SYSTEM -Ifesowapo-		
		LIMITED IMAGE OF LEADERSHIP -Ore Ofe Aloku-	POOR REHABILITATION -SCIAN-		
		ACTS OF INDISCIPLINE -Ifo-			

COMPOSITE OF ELEMENTS OF THE ACTION WORKSHOPS OF 20 GROUPS

ENHANCING FINANCIAL BASE			ACTIVITIES EXTERNAL TO THE GROUP		
ORGANISING FUND RAISING		INCREASING PROJECT PRODUCTIVITY	IMPROVING GOVERNMENT RELATIONS	INITIATING ENLIGHTENMENT PROGRAMME	MOBILISING COMMUNITY EFFORTS
19 ITEMS = 21%		12 ITEMS = 13%	10 ITEMS = 11%	12 ITEMS = 13%	10 ITEMS = 11%
TAPPING OUTSIDE RESOURCES -Orile Itesi Emulu-	CREATING FINANCIAL SYSTEMS -Igbogbo-	IMPROVING FARMING SYSTEM -Igbogbo-	MEETING WITH GOVERNMENT -Oluga-	ESTABLISHING A BASIS FOR UNITY -Ifeloden-	STARTING SELF-HELP PROJECT -Oluga-
RAISING FUNDS -Okun Ibeju-	EXPANDING FINANCIAL SOURCES -Ore Ofe Aloku-	UTILISING LOCAL PRODUCTS -Iselogun Ise-	INFLUENCING ENACTMENT AND ENFORCEMENT OF LEGISLATION -SCIAN-	SHARING INFORMATION -Abakuyamo-	ESTABLISHING MEDICAL CARE -Ifesowapo-
OBTAINING NONGOVERNMENTAL AID -Ogo Oluwa-	ENCOURAGING MEMBERSHIP FUNDRAISING -Alikama Skill-	ESTABLISHING COTTAGE INDUSTRIES -Ebute Olowo-	IMPROVING GOVERNMENT AID RECOGNITION -Alikama Skill-	CREATING AWARENESS AMONG CURRENT & POTENTIAL MEMBERS -Alikama Mgt.-	GENERATING WATER SOURCES -Alikama Light-
FUND RAISING -Ebute Olowo-	ORGANISING FUND RAISING -Abakuyamo-	INCREASING EFFICIENT PRODUCTIVITY -Alikama Skill-	GETTING GOVERNMENT BACK-UP -Ifeloden-	INITIATING ENLIGHTENMENT PROGRAMME -Ifelodun Akeyan-	RESURFACING OF ACCESS ROAD -Alikama Light-
PLANNING FUNDRAISING DRIVE -SCIAN-	ORGANISING FUND RAISING -Ifelodun Akeyan-	EXPANDING FARM PROJECT -Alikama Light-	SETTING UP EFFECTIVE LOBBY TEAM -Igueben-	INITIATING IGUEBEN DAY -Igueben-	COMPLETING ENVIRONMENTAL BEAUTIFICATION -Ifesowapo-
MONEY -Ibafo-	LOCATING FINANCE SOURCES -Orile Itesi Emulu-	BECOMING ECONOMICALLY SELF-SUFFICIENT -Ifeloden-	INVOLVING GOVERNMENT -Abakuyamo-	MOBILISING FOR UNITY -Igueben-	INITIATING FUNCTIONAL EDUCATION -Igueben-
DEVELOPING LEVY SYSTEM -Alikama Mgt.-	EXPANDING SUPPORT BASE -Ifelodun Akeyan-	STARTING VIABLE PROJECTS -Okun Ibeju-	INTENSIFYING COMMUNITY/GOVERNMENT DIALOGUE -Okemagba-	INVITING PEOPLE TO REGULAR MEETINGS -Okun Ibeju-	BUILDING EDUCATIONAL STRUCTURES -Orile Itesi Emulu-
CREATING FINANCIAL PROGRAMMES -Alikama Light-	ORGANISING FUND RAISING -Ifo-	INCREASING EMPLOYMENT -Igbogbo-	APPEALING FOR GOVERNMENT HELP -Okun Ibeju-	HOLDING REGULAR COMMUNITY MEETINGS -Abakuyamo-	TRAINING FOR SELF-RELIANCE -Ebute Olowa-
INCREASING FINANCIAL SOURCES -Iselogun Ise-	FOREIGN COLLABORATION FOR RESOURCES -SCIAN-	MARKET -Ibafo-	GOVERNMENT -Ibafo_	PUBLICISING COOPERATIVE ACTIVITIES -Iselogun Ise-	MOBILISING COMMUNITY EFFORTS -Abakuyamo-
RAISING FUNDS -Oluga-		DEMONSTRATING SELF-HELP APPROACH -Ifeloden-	IMPROVING GOVERNMENT RELATIONSHIPS -SCIAN-	SETTING UP PUBLIC ENLIGHTENMENT CAMPAIGN -SCIAN-	COOPERATING FOR UNITY -Okun Ibeju-
		DEMONSTRATING PRACTICAL PROJECTS -Ifo-		CREATING MASS AWARENESS CAMPAIGN -Okemagba-	
		FORMING TWO COOPERATIVES OR COMPANIES -Igueben-		ENCOURAGING SELF-HELP INITIATIVES -Ifesowapo-	

ACTIVITIES INTERNAL TO THE GROUP		
STRENGTHENING KNOWLEDGE BASE	IMPROVING PLANNING & MANAGEMENT	
10 ITEMS = 11%	18 ITEMS = 20%	
IMPROVING TRAINING SKILLS AND CENTRE -Alikama Mgt.-	IMPROVING EFFECTIVE ADMINISTRATION -Alikama Skill-	DEVELOPMENT EFFECTIVE MANAGEMENT -Alikama Mgt.-
ADVANCING AGRICULTURAL EDUCATION -Iselogun Ise-	PLANNING FOR GROUP AND MEMBER SUCCESS -Alikama Mgt.	DEMONSTRATING ACTIVE LEADERSHIP -Ore Ofe Aloku-
IMPROVING TECHNOLOGY THROUGH RESEARCH -Alikama Skill-	FORMING A GOOD POLICY -Ogo Oluwa-	SYSTEMATISING SOCIETY STRUCTURE -Ifelodun Akeyan -
TRAINING FOR SELF-RELIANCE -Abakuyamo-	STRENGTHENING GROUP ADMINISTRATION -Orile Itesi Emulu-	ATTRACTING AND DEVELOPING LEADERSHIP -SCIAN-
TRAINING GROUP MEMBERS AND LEADERS -Ifo-	ESTABLISHING PROPER PLANNING & MANAGEMENT STRUCTURE -Ogo Oluwa-	ENHANCING COMMUNITY COOPERATION -Ifesowapo-
ORGANISING PROPER AGRICULTURAL TRAINING PROGRAMM E -Ogo Oluwa-	MOVING TOWARD A COMMON GOAL -Ore Ofe Aloku-	ESTABLISHING COOEPRATIVE OBJECTIVES -Iselogun Ise-
SETTING UP REGULAR TRAINING PROGRAMMES -Alikama Light-	FORMING COOPERATIVE SOCIETY -Oluga-	ORGANISING FOR COOPERATION -Ifeloden-
IMPROVING MARKETING AND PROFESSIONAL SKILLS -Alikama Skill-	ORGANISING EFFECTIVE COOPERATION -Igbogbo-	PRAYING CONSTANTLY -Ifo-
STREGNTHENING KNOWLEDGE BASE -Ore Ofe Aloku-	ESTABLISHING COMMUNITY DIALOGUE -Okemagba-	HOLDING CONSTANT MEETINGS -Ifo-
FORMING LEADERSHIP PROGRAMME -Igbogbo-		

APPENDIX C TO THE SEPTEMBER 1990 REPORT
DESIGNS FOR FACILITATOR TRAINING EVENTS

NIRADO - Nigerian Integrated Rural Accelerated Development Organisation
PLANNING/FACILITATOR TRAINING PROGRAMME

27-30 MARCH 1990
ICA INTERNATIONAL

1990 FACILITATION TRAINING #1
DeCUBANO HOTEL, IKORODU

		WEDNESDAY	THURSDAY	FRIDAY
MORNING	*CONVERSATION*	Introductions	Effective Communication	Leadership Qualities
	PRESENTATION	Basic Workshop Method	Strategic Planning Process	Facilitation Style
	DEMONSTRATION	Challenges Facing the Planet	Underlying Obstacles Workshop	Effective Implementation Workshop
	PRACTICE	Challenges Facing the African Continent	Underlying Obstacles Workshop	Effective Implementation Workshop
AFTERNOON	*CONVERSATION*	Active Listening	Winning Team	NIRADO Story
	PRESENTATION	Integrated Community Development	Factors for Success in Community Development	Follow-Up Programmes
	DEMONSTRATION	Five-Year Vision Workshop	Strategic Actions Workshop	Song Writing
	PRACTICE	Five-Year Vision Workshop	Strategic Actions Workshop	Team Arrangements and Celebration Preparation

NIRADO - Nigerian Integrated Rural Accelerated Development Organisation
PLANNING/FACILITATOR TRAINING PROGRAMME

16-19 APRIL 1990
ICA INTERNATIONAL

1990 FACILITATION TRAINING #2
DeCUBANO HOTEL, IKORODU

Deepening the Facilitation Experience

Promoting the Community Implementation

Expanding the Team-Building Methods

REFLECTING ON THE PLANNING PROGRAMME	ANALYSING THE PROGRAMME IMPACT	BASIC DISCUSSION METHOD	ACTION PLANNING METHOD	PLANNING THE THREE-MONTH JOURNEY	MAPPING THE TRAINING JOURNEY
Context for Programme	Context for Afternoon	Image Change Process in Community Development	"TEAMS" for Effective Meetings	What Community Development is	What is your Vocation?
Groups -Individual Reflection -Discussion -Clues to Facilitation Plenary	Groups -Organise the Groups' Input -Name the Common Categories Plenary	Discussion Method -Demonstration -Walk-thru -Groups -Scramble -Preparation -Practice	Action Planning Method -Demonstration -Walk-thru -Groups -Preparation -Practice	Groups -Building the Three-Month Follow-up Workshop Plenary	Planning for Your Group's Journey Identifying Your Training Needs Plenary
Morning	Afternoon	Morning	Afternoon	Morning	Afternoon
Tuesday PAST		Wednesday PRESENT		Thursday FUTURE	