REPORT OF

THE ASSISTED SELF-EVALUATION OF NIRADO

AREAS OF FOCUS:

* *THE ANNUAL PLANNING AND FACILITATORS' TRAINING PROGRAM WITH NINETY SEVEN (97) VILLAGE GROUPS (1990 - 1996)*

* *NIRADO'S MANAGEMENT AND ADMINISTRATIVE STRUCTURE*

ASSISTED BY
MISEREOR, GERMANY

PRESENTED BY

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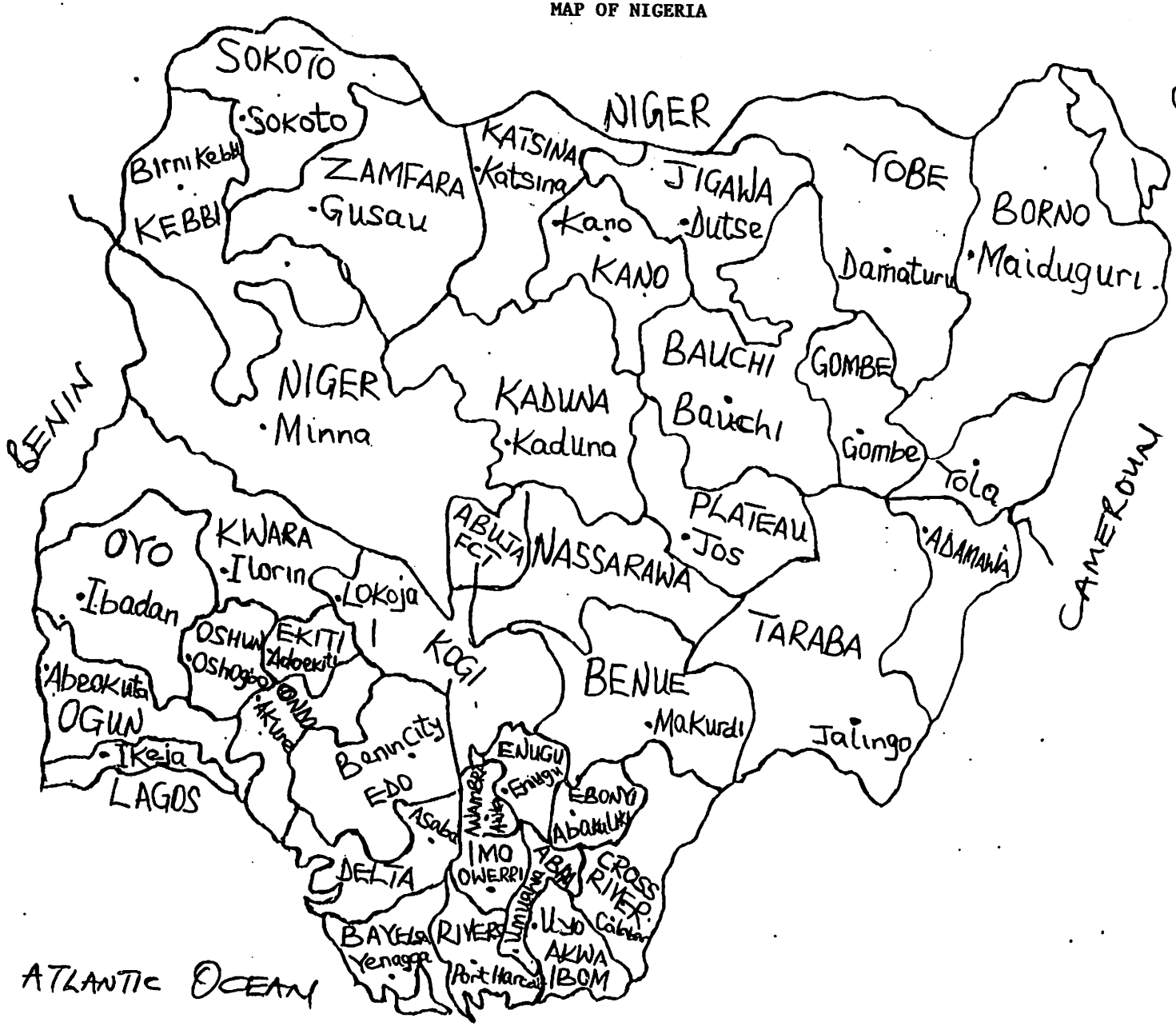
NOVEMBER 1997

MAP OF NIGERIA



Federal Capital: Abuja

Area: 293,768sq km

Currency: Naira
100 Kobo

Climate: Humid
Sub-Tropical

Dialing: Incode: 234
Outcode: 009

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ACKNOWLEDGMENT

For us in NIRADO, this evaluation was a very timely and unique event. This is the first time such an exercise was carried out in the history of the organisation. Though, it was quite tedious, the exercise became an eye-opener to us on many things, and this made it very interesting. We could not have succeeded except for the contributions made by various individuals and organisations.

First on the list is MISEREOR (a German-based Catholic Organisation) who has contributed immensely to the programs and growth of NIRADO since 1990 to date. MISEREOR did not only bring the idea of this evaluation, it also contributed both financial and human resources towards its success. NIRADO remains very grateful for this gesture.

Similarly, our deep appreciation goes to all the ninety seven (97) village groups which participated in both the first and second phases of the evaluation. The thirty (30) groups selected for the second phase, as well as their trained facilitators deserve special commendation for their enthusiasm and co-operation during the exercise.

Special thanks is due to Mr. Knud Wilhelm Dunkhorst, the Independent Consultant, sent by MISEREOR to join the NIRADO team for the second phase of the evaluation. His wealth of experience and participation were a very great asset to the success of the exercise.

Of much importance to the success of this evaluation was the role played by NIRADO Board. Apart from their willingness, suggestions and encouragement, some members also joined the team during field visits to some village groups.

The entire evaluation exercise owes its outcome to NIRADO Staff who worked both day and night from commencement to the end of the evaluation report. Both the program team and administrative staff exhibited much dedication and cooperation in the various assignments given to them.

Finally, we also express our thanks to the Catholic Secretariat of Nigeria and other development partners for their various contributions towards this exercise. We promise to build on the trust and confidence which you have in our work in rural Nigeria.

NIRADO

NOVEMBER 1997

OBJECTIVES OF THE ASSISTED SELF EVALUATION

As stated in the Terms of Reference, the broad objective of this Assisted Self-Evaluation was to review and assess the strategy of the participatory approach, through the overall impact of NIRADO'S intervention at the local levels. Other specific objectives of the evaluation are as follows:

* To highlight the suitability or otherwise of NIRADO'S program towards meeting the felt needs of the target population,

* To verify the sustainability of the developmental initiatives on the part of the local people, and NIRADO as an organisation.

* To appraise the efficiency of NIRADO'S administrative structure towards effective implementation of its programs.

* To assess the impact of MISEREOR grants on the organisational strength of NIRADO in relation to expanding its activities to other development agencies.

In totality, the self-evaluation was an ample opportunity for NIRADO to redesign and improve on its program approach and administrative structure, in order to prepare for the demands of the 21st century in the practice of rural development.

METHODOLOGY OF THE EVALUATION

The self-evaluation was conducted in two phases. The first phase which was carried out wholly by NIRADO staff. Required data were gathered through the use of the following methodology:

(a) Impromptu visits to all the ninety-seven (97) village groups;

(b) Visits to the projects sites of each of the groups;

(c) Administration of questionnaire on members of the village groups

(d) Structured oral interview with some important members of the groups;

(e) Classification of all the groups into three categories of active, averagely active and dormant, by virtue of their performance.

(f) Random selection of thirty sample groups towards the second phase of the evaluation. These groups were selected from the three categories earlier stated.

The second phase was conducted by NIRADO staff with the assistance of MISEREOR representative, Mr. Knud Wilhelm Dunkhorst, a German from South Africa. The methodology used for data gathering comprised the following:-

(a) Scheduled visits to all the thirty sample groups;

(b) Administration of questionnaire and structured oral interview with 20 - 25 members of each of the groups;

(c) Structured oral interview with the facilitator of each of the groups;

(d) Visits to the projects sites of each of the thirty groups.

All the instruments used for both phase I and II such as questionnaires and group visited are listed as appendices in the last part of this report.

SCOPE OF THE EVALUATION

NIRADO as an NGO has been involved in a number of rural development activities in Nigeria since 1990. Through the use of various participatory methods developed by the Institute of Cultural Affairs International (ICAI), NIRADO has been working with different groups of people in Nigeria. This work is in form of training and planning sessions, seminars and workshops.

Some of the training programs last for only short period while others are recurrent annual programs. In most cases, the length and frequency of NIRADO programs are determined by the availability of fund as well as the program objectives. One of the programs which NIRADO has consistently carried out since 1990 is the Annual Local Planning and Facilitators' Training Program with an average of twenty (20) village groups per year in Nigeria. This program is mainly funded by MISEREOR (based in Germany). So far, the program has taken place in one hundred and fourteen (114) villages in Nigeria.

Another program funded by MISEREOR is the NIRADO administrative costs. This strengthening grant began in 1992 and it takes care of staff salaries and training, office rent, utility maintenance, and others.

It is these two (2) major areas, that is, the Annual Local Planning and Facilitators' Training Program (involving ninety seven (97) villages between 1990 - 1996) as well as the NIRADO administrative and organisational structure that this evaluation was focused on. The evaluation did not extend to other NIRADO programs which also took place within the same period. Also, the evaluation was mainly concerned with the impact and the sustainability of our programs, while it also looked into the administrative structure to determine its efficiency.

EVALUATION TEAM

The Assisted Self-evaluation team comprises the following NIRADO staff members:

(1) Mr. Moses Ogianyo, Director of Operations

(2) Miss Hannah Bruhns, Senior Program Officer

(3) Mr. Sunny Kulutuye, Program Officer

(4) Mr. Ogunjobi Bioye, Program Officer

(5) Mr. Sunday Omoegun, Driver

MISEREOR was represented by Mr. Knud Wilhelm Dunkhorst, a German to assist NIRADO staff in the evaluation. Moreso, some selected trained facilitators also constituted the evaluation team. In addition, NIRADO Secretary General, Mr. Alex Sharta joined the team during a visit to some of the groups.

PROBLEMS ENCOUNTERED

The evaluation was not conducted without some difficulties. The following are some of the major problems encountered during the exercise.

Transportation: During the phase I of the evaluation, the program suffered some set back. Since the evaluation was carried out simultaneously at two different regions, one of the teams had to travel in public transport. The situation was worsened by the scarcity of petrol within the period. Movement was almost paralysed.

Time Frame: Given the total number of groups NIRADO has worked with and the geographical spread of these groups, the time scheduled for the evaluation was not adequate. This posed logistic problem to the team.

Poor Turnout of Groups: Majority of the group members are framers and this made it difficult to gather enough people for discussion during the phase I, as most of them had gone to their farms.

Request for Assistance by Groups: This issue posed a problem during the evaluation. Almost all the groups were requesting for assistance from NIRADO or that NIRADO should link them up with other agencies that can help. For instance, in one of the groups, Ifelodun Akeyan Farmers Development Union, the evaluation team could not hold meaningful discussion for this same problem. Obviously, this group had received financial and material assistance from other organisations after the NIRADO program in 1990. For this reason, they insisted that NIRADO's philosophy of "no money or material assistance" was not to their own satisfaction.

SECTION 1

1.0 NIRADO IN BRIEF

The Nigerian Integrated Rural Accelerated Development Organisation (NIRADO) is an indigenous, voluntary, not-for-profit, non-political, non-religious and non-governmental organisation formed in 1984 with the primary objective of catalysing development in rural Nigeria. NIRADO, in its rural development program, emphasises the human factor, believing that for sustainable rural development, the rural people themselves must be developed. In this vein, NIRADO's role is to design program that will help the rural people to realise their potentials and become collectively more self-confident and able to develop themselves.

NIRADO is registered in Nigeria as a corporate body under the Land (Perpetual Succession) Act Chapter 98. NIRADO is affiliated to the Institute of Cultural Affairs International (ICAI) based in Brussels, Belgium, with 34 national affiliates throughout the world. The ICAI has developed, over a 30-year period, several participatory methods which have been used in both rural and urban development to make people take control of their own future.

NIRADO staff and members have been trained in these participatory methods and have used them in rural and urban development activities across the country.

1.1 ABOUT THE PROGRAM

Through MISEREOR'S sponsorship, NIRADO has conducted the Local Planning and Facilitators' Training Program with one hundred and fourteen (114) village groups in nine states of the country. Since 1990 that the program began, it has spread across different parts of Nigeria.

Apart from 1990 when the program was conducted in three states (Lagos, Oyo, Ogun) simultaneously, a state is selected for the program every year. In 1991, the program was carried out in old Bendel state (now Edo and Delta states); 1992 (Kaduna state); 1994 (Imo state); 1996 (Plateau state); 1997 (Akwa-Ibom state). In all these states, we have worked with village groups like Community Development Associations, Youth Groups, Women Groups and Co-operative Societies.

1.2 NIRADO'S RELATIONSHIP WITH OTHER DEVELOPMENT AGENCIES

AGENCIES	PROGRAM	TARGET GROUPS
International Fund For Agricultural Development (IFAD)	Group Mobilization and Leadership Training Program in Akwa-Ibom, Rivers, and Cross River, Katsina, Ogun/Delta and Enugu.	Fisheries Extensionists, Fisherfolk, Cassava Farmers and Processors, IFAD Extensionists and Farmer Group Leaders
Friedrich Ebert Foundation (FEF) (Germany), Lagos Office	The Annual National Facilitators Training Program (a training on facilitation methods used by NIRADO)	Rural Development Practitioners from different areas across the country
United Nations Children Fund (UNICEF)	Institutional Capacity Building Program	Leaders of some Nigerian NGOs
United Nations Development Fund (UNDP)	Impact Assessment of UNDP/IFAD Artisanal Fisheries Projects	Program Staff and Artisanal Fisherfolk
ICCO, Netherlands	A two-year follow-up of MISEREOR Funded Local Planning and Facilitator Training Program	The 76 Village groups NIRADO had worked with from 1990 to 1994

1.3 NIRADO'S PARTNERSHIP WITH CHURCH-RELATED INSTITUTIONS

In 1994, NIRADO conducted a training/planning workshop for the co-ordinators of the Kaduna Ecclesiastical Province. The workshop which held in Jos was designed to make a three-year plan with the co-ordinators to build up their working strategies.

Similarly, NIRADO has also worked with the Young Men Christian Association of Nigeria (YMCA) in 1995 where we conducted a planning workshop for the officials.

In our efforts to promote the use of participatory technology among rural development practitioners, NIRADO invites some officials of Christian organisations to participate in an annual training program sponsored by Friedrich Ebert Foundation (Germany), Lagos Office. The People-oriented Development Office of the Evangelical Church of West Africa (ECWA) has benefited in this training program.

As earlier noted, NIRADO allows the officials of the Catholic Secretariat in all our target areas to participate in the annual facilitators' training.

SECTION 2

SELF-EVALUATION OF NIRADO

A GENERAL REVIEW OF RURAL DEVELOPMENT IN NIGERIA

2.0 INTRODUCTION

NIGERIA is the most populous country in Africa. It is also recognised the most concentrated country of the black race. It is located on the West Coast of Africa between Latitude 4o and 14oN and longitudes 3o and 15oE. It spread over an area of 923,768 square kilometers. Nigeria shares boarders with Benin Republic (in the West). Niger Republic (in the Northern Part), Cameroun Republic (in the South East) and the Atlantic Ocean in the Southern Axis.

In terms of climatic condition, the country is characterised by the transition from the equatorial rain belt in the Southern part, to the semi-desert areas in the Northern region. But the climate is also influenced by certain physical features such as the Jos and Mambila Plateaus, the Cameroun highlands, and the Niger\Benue River valleys. Basically, Nigeria has two distinct Seasons - the dry season (covering November – March) and the rainy season (covering April – October). The best time for holidays is usually the dry season..

In this brief overview, particular attention shall be paid to three basic areas: Economic, Political, and Cultural aspects of the Nigeria's historical development. There will also be a brief look at other Nigerian peculiarities which have not contributed positively towards the development process of the nation.

2.1 ECONOMIC SITUATION

From the time of colonialization up till late 1950s, the Nigerian economy was mainly sustained by agricultural products. From that time till now, over 60 percent of the population live in the rural areas. This gives access to farm land where they produce agricultural products like yam, cassava, rice, cocoa, groundnuts, palm kernel, beans, to mention but a few. Most of these products were used as raw materials for local industries, while the rest were exported.

Generally, Nigeria has vast fertile land for agriculture. And at independence in 1960, agriculture, Livestock forestry and fishery contributed more than 66 percent to the Gross Domestic Product (GDP). Similarly, the agricultural sector also accounted for over 50 percent employment of the labour force. Up till early

1960s, Nigeria was the world's largest exporter of groundnuts and palm produce as well as the third largest producer and exporter of cocoa.

However, all these changed as soon as oil (petroleum) was discovered in large quantities early 1970s. The country is also blessed with large deposit of solid mineral resources such as coal, limestone Precious stone, steel, uranium, tin and iron ore. The emergence of the oil boom in the 1970s brought a major shift into the Nigerian economic development. Within a short time, the country became the sixth largest producer of crude oil in the world and second in Africa. As a member of the Organisation of Petroleum Exporting Countries (OPEC), the economy's dependency on agriculture quickly shifted to the oil sector and this situation has remained so till now. The economy remained mono-culture with oil sector accounting for about 96 percent of external earnings.

Over the years, the policies of successive governments have not helped matters. Attention is normally focused on modernisation as against total reformation. The farmers in the rural areas are left at the mercy of market forces. They have no storage facilities, neither do they have modern equipment for mechanised farming. The various government policies tend to have consistently followed the neo-classical path of driving agriculture from a predominantly small labour- intensive peasant activity to large-scale capital intensive enterprise, with the government playing an active role. Example of this is the establishment of Agricultural Development Corporations and Multi-Purpose River Basin Development Authorities. However, these have not produced the desired result.

Presently, Nigeria imports a lot of food items ranging from rice, palm produce and fish , to raw materials for processing in her local industries. Since the economy has been low and slow, the consequences became very obvious. These include high inflation, high unemployment rate, decline in industrial output, reduction in social services and amenities as well as widespread of both urban and rural poverty.

In addition, the promise to develop the rural areas where over 60 percent of the people live is yet to be honored by any government. The combined effects of all these coupled with political instability, economic sanction by many developed countries, effects of the Structural Adjustment Program (SAP of late 1980s to early 1990s) and low level of investment/capital flight by both rich businessmen and foreign partners have not only compounded the economic problems, but placed Nigeria among the world's poorest nations whose per capita income is less than $200.

To address this situation mean that all hands must be on deck, both government agencies, private organisations and the Non-Governmental Organisations (NGOs).

2.2 THE POLITICAL ARENA

Before the arrival of British colonial masters, what is today known as NIGERIA was simply referred to as the Northern and Southern Protectorates. The Northern Empire along with Kanem-Bornu were ruled by the Emirs (chiefs). The South-West, along with the Midwest were ruled by the Yorubas and Bini Monarchies while the South-East was governed mainly by the republican Ibos. But in 1914 both the Northern and Southern Protectorates were amalgamated by Lord Lugard of the British Colonial government to become one country known today as NIGERIA.

The colonial system of government varied from one part of the country to the other, but they basically operated through a system known as the "Indirect Rule." Here, they passed their laws and obtained taxes through the chiefs.

Nigeria gained independence on October 1st 1960, from the British government. In 1963, it became a Republic, comprising the Federal government and three Regional governments based on the compass direction of North, East and West. In 1966, the first military coup took place and this mark the beginning of military rule in Nigeria. Since then, the military has ruled for not less than 25 out of the 37 years of Nigeria's independence. In 1964, a fourth region was created from the West known as the Mid-West. In 1967, a civil war broke out between the Eastern Region and the Federal government. This war lasted for three years, but in the same year 1967, the Nigerian Federal structure was re-arranged into 12 states. By 1976, the states were increased to 19 with Abuja as the new federal capital. As recent as 1996, additional states were created bringing the total to 36 as at present.

Since 1960, the Nigerian political arena has witnessed frequent change of government. Each government normally comes in with new policies and programs different from the previous one. The second attempt to experiment civilian government in 1979 lasted for only four years. Between 1985 and 1993, there was a transition program which was meant to usher in a civil dispensation. This transition could not materialise, and presently the military is implementing another transition program which is due to end in October, 1998.

From the foregoing, coupled with other factors, much has not been achieved in the area of development generally. The political instability could also explain why social, and economic infrastructures have suffered a lot of neglect, which in turn has widened the poverty level among Nigerians especially the rural people.

Clearly, there is no indication that the government alone can effectively alleviate the poverty level in Nigeria without the active support and participation of the private sector. This is where NGOs such as NIRADO's contribution in the area of rural development becomes relevant.

2.3 THE CULTURAL ASPECT

NIGERIA is often described as "many nations within one nation." With over 250 ethnic groups, the diversity of people within Nigeria often manifest itself in the diversity of these ethnic groups.These different groups are spread across the entire nation. In the northern part, some of the major ethnic Groups are Hausas, Fulanis and Kanuris. In the Middle Belt, the major ethnic groups include the Birom, Tivs, Idomas, Igalas, Egbiras, Jukun, Nupes and Angas. In the South East, the major ethnic Groups are the Ibos, Efik and Ibibio. Within the Niger-Delta and Midwest are found the Ijaws, Edos, Itsekiris, Urhobos, Ishan and the Afemais. The South Western axis is predominantly occupied by the Yoruba tribe.

However, of all these tribes, there are three major ethnic groups that are easily identifiable in Nigeria. They are the Hausa/Fulani in the North, the Ibos in the South East and the Yorubas in the South West. Within these different ethnic groups, cultural issues like common beliefs, exhibitions, dances, festivals, drama, and arts are often organised to suit each particular ethnic group. Nigeria is generally rich in culture through these various ethnic groups, but there is no such thing that can be termed as "common culture." Rather, there is a conglomeration of cultures within Nigeria.

In terms of religion, there are two major religions – Christianity and Islam. Christians are in the majority especially in the south and up to the Middle Belt. Islam is predominantly practiced in the North. Those who are neither christians nor moslems are also engaged in some form of traditional worship. Perhaps for this and other reasons, Nigeria is officially a secular state where there is freedom of religion and people are generally free to practise their faith and culture, provided such practice does not violate other laws of the land.

In trying to promote and develop this cultural aspect of Nigeria, the government has over the years created a separate Ministry for Social Development and Culture with a mandate to bring out the best out of the various cultural heritage found among the different tribes in Nigeria.

Perhaps one of the giant strides ever taken in this regard by the government is the hosting of the Second World Black Festival of Arts and Culture (known as

FESTAC) in 1977. During this festival, not only was the Nigerian cultural heritage shown to the world, but many African countries including all blacks in diaspora were invited to participate and witness the event. This event has also left two major monuments which visitors to Nigeria are normally delighted to visit. These are the National Arts Theatre and the FESTAC Town, all located in Lagos.

In view of the fact that Nigeria's cultural heritage is a bit complex, ranging from music, dancing, arts, worship, masquerades and even fishing and durbar festivals, deliberate programs have been put in place like the annual promotion of Youth Festival of Arts which stage cultural show known as NAFEST (National Festival of Arts and Culture). Like every other aspect of the Nigerian historical development, there is yet a lot more to be achieved in the nation's cultural arena. This also constitutes the basis for rural development through self-help, job creation, micro enterprises, Arts and crafts.

2.4 OTHER NIGERIAN PECULIARITIES

In reviewing rural development with specific reference to the Nigerian economic, political and cultural arenas, it becomes necessary also to identify some other peculiarities that have contributed to the slow pace of the development process. Some of the peculiarities were mentioned briefly in the sections already reviewed. But their specific highlights in this section will enhance a better understanding of the peculiar situation which has been facing Nigeria over the years.

(a) **Effects of Colonialisation**: As often noticed in former colonies, the attainment of political independence left Nigeria with a crisis of identity, which has saddled the successive government with the task of merging western culture, style, and policies with local realities. This period of experimentation has often led to delays in achieving the desired development objectives. It is instructive to note that up till now, the country is still searching for a system of government that will adequately address the local needs of the Nigerian people.

(b) **Unstable Political Environment**: This problem has had a multiplier effects on the other aspects of the nation's development. Since independence in 1960, the nation has witnessed at least six Military coups, and each coup brings in a new government with a new focus, policies and programs. At best, these programs usually put the new leaders and few others in better position while the rural majority is left to bear the agony of the unstable environment.

(c) **Inefficiency in the System**: Inefficiency generally boarders on government bureaucracy, dishonesty and corruption on the part of the people in position of authority, whether public or private.

It is a common knowledge that for any program to be successful or sited in an area, extra effort may be required on the part of the beneficiaries. If such would-be beneficiaries do not have an influential representation such program may suffer delay or even be cancelled.

(d) **High Illiteracy Level**: Thirty seven years after independence, the illiteracy level in Nigeria is still above 50 percent. The effects of illiteracy can be very negative in many respect. What is clear is that the level of literacy in any society could have a direct positive effects on its development effort. In Nigeria, it appears a bit tedious to carry the majority of rural people along, especially if such development programs require the intellectual input of the people. This has contributed to the failure of some development programs in the rural areas.

(e) **Religious Factors**: This aspect of the Nigerian society has also affected the development effort. For example, there are certain cultural beliefs which do not allow the women folk to be actively involved in policy formulation and decision making in many communities. Similarly, Islamic practice does not encourage women exposure to social and political life like their men folk. Hence, women are denied the opportunity to make meaningful contributions towards the development efforts.

(f) **Ethnic Rivalry**: Due to the ethnic diversity in Nigeria, coupled with political instability,rivalry has also erupted among many ethnic neighbors. As far back as the 1960s and even till now, Nigeria has witnessed a number of destructive ethnic violence which has often led to loss of lives and properties. Whenever such conflict arose among different ethnic groups, the first consequence is that no development program can take place within the affected environment for some time. And more often, it is usually difficult and sometime impossible to replace projects and/or social services destroyed in the course of these frequent crises. Such situation can also not attract new programs. Examples of recent crisis include the Ijaw Vs Itsekiris in the Niger-Delta and Ife Vs Modakeke in the Western part of Nigeria.

(g) **Demographic Factors**: The population of Nigeria is estimated at over 104 million. However, there has not been an accurate and authentic census data which is very vital for planning development programs.The size of the population itself has been a problem to the nation, as the resources available have not been developed adequately to cater for the well being of the people. Similarly, there is also the problem of migration from rural to urban areas to seek for paid employment rather than remaining in the village to work in the farm. While this further compounds the problems of agriculture, it also puts pressure on the few available social amenities in the urban areas.

SECTION 3

3.0 NIRADO'S (ICA) APPROACH TO SUSTAINABLE RURAL DEVELOPMENT

The methodology of all NIRADO's programs were developed by the Institute of Cultural Affairs International (ICAI) headquartered in Brussels, Belgium, to which NIRADO is also affiliated. The ICAI has tested and applied these methods for over thirty (30) years in at least thirty five (35) different countries of the world. The ICAI, an international NGO, believes that for any development to be sustainable, the human factor must be emphasised; hence all its numerous methods are based on this principle, which also states that developing the rural people themselves will enable them to realize their own potentials and become collectively more self-confident and self reliant, and able to develop themselves. In other words, the ICA methods recognize that:

(a) the rural people have great potentials
(b) these potentials need to be developed
(c) development resources (both human and natural) are available within the rural areas
(d) the rural people with their potentials and the available resources could be mobilized to bring about development within their areas.

Thus, the ICA methods generally belong to the group of methods referred to as "Participatory Development Approach (PDA)". The PDA seeks to embark on people-oriented programs which are designed to meet their needs. And in order to ensure the sustainability of such programs, the people or beneficiaries are involved right from the conception through implementation and up to monitoring and evaluation. In this way, rural people are made to see the program as their own, and that its sustainability depends on their participation and commitment.

This approach is a direct opposite of the "top down" mostly used by many African governments and other development institutions, who simply design and implement programs in rural communities, without proper consultation and involvement of rural people (beneficiaries). This has been found to be a major factor responsible for the failure of such programs.

The ICA methods are designed in such a way that every country can select any of them that best suit its local environment.

In Nigeria, NIRADO uses what is referred to (within ICA circle) as the Group Facilitation Methods (GFM) and the Strategic Planning Process (SPP) for the groups' program. The GFM comprises other methods, such as Discussion Method, Workshop Method and Action Planning Method. During the facilitators' training sessions, these group of methods are exposed to the trainees both in theory and practice. They are also taught other methods like Effective Meeting Styleflex, and some Leadership Principles. The reason for this is to enable them acquire some facilitation skills needed for using the Strategic Planning Process (SPP) which is the main method for planning the development activities spanning a number of years.

The SPP is the major method used by NIRADO during planning session with the various group members. The method is divided into four different workshops which normally run for two days. The four workshops are:

(i) **Vision Workshop**

This workshop enables the participants articulate a common dream, hope, and a new direction which they envisage for their group and/or community in the next three to five years.

(ii) **Obstacle Workshop**

Here, participants focus on the problems, obstacles or contradictions facing the group or community in realizing their vision.

(iii) **Action Workshop**

This workshop is aimed at identifying practical actions and solutions which the group or community can take to deal with the underlying obstacles and achieve their dream.

(iv) **Implementation Workshop**

The workshop here focuses on developing a one-year time-line and a three-month action plan, showing specific assignments, and who will carry out the assignments and when they will be carried out. It is this one-year and the first three -month of the action plan that the initial follow-up visits will focus on.

The selection of the local government area is guided by the following criteria;

1. the local government area must be considered poor among the others;

2. must be an area with less developmental impact of the government and other development agencies;

3. must be large in size and the geographical location of the area must be accessible by road;

4. availability of organised Community based organisations such as Women groups, Community Development Associations, Youth groups and Co-operative Societies in the area.

Selection of Target Groups

The selection of groups for the program is based on the following criteria;

1. group must have existed effectively for at least two years;
2. group should be registered with the appropriate authority;
3. group should show evidence of meetings and previous activities;
4. group should be able to send one person who can read and write English language for training;
5. group should be ready to spend two full days for planning.

During the evaluation, all the criteria were found to be adequate for the selection of appropriate groups for this kind of program. Besides, the following were also revealed:

⇒ Those groups that did not have any primary objective before NIRADO program did not perform well even after the program. NIRADO's program has had little or no impact on those few groups that were found to have been formed at the instance of the program.

⇒ Selection of trainees by the groups alone has not produced the desired expectation in some groups. Some trainees were found to be incapable of facilitating their groups even after having acquired the skills.

Activities for Selection of Groups

After having selected a target state, NIRADO staff pay visits to all the appropriate authorities in the state to inform them of the program and gather relevant information that will guide in the selection of the target local government area and eventually the village groups. The authorities include the state and local government, the Catholic Secretariat, local NGOs, Traditional Institutions and Community based organisations. The purpose of liaising with each of these authorities is highlighted as follows:

The State And Local Government Authorities

- Involvement of the government is to assure the target groups of the genuineness of our program as the groups' fear of being swindled will be allayed by the support of the government.

- Gathering information from the ministry in charge of rural development and the local government authority ensures our knowledge of the reality of the target area.

- In all our target states, the local government authorities have always detailed their extentionists to accompany NIRADO staff round the villages in the area.

In most cases, the presence of those local government extentionists have been tremendous advantage to our work. Apart from providing information for groups' identification, they assist NIRADO staff in locating the villages, as well as language translation when the need arises. It was found out that this contact with government at initial stage is helpful to both NIRADO and the groups but may not be necessary in the subsequent interaction between NIRADO and the groups.

The Catholic Secretariat

Since the program is sponsored by MISEREOR, a Catholic organisation, NIRADO staff consider it appropriate to inform the Catholic Secretariat in the area of the program. This has always made it possible for NIRADO staff to confirm whatever information already gathered from the government, and other sources.

Also, the Catholic Secretariat is usually requested to nominate one of its workers for our training. For example, in 1996, Mr. Tony Gotan of Justice and Peace Commission of Jos Archdiocese participated in NIRADO training program in plateau state. This will enable the diocese to benefit from the philosophy of the participatory development approach.

Traditional Institutions

In every village in Nigeria, there is a traditional structure whose support is vital to the success of any program within the area. NIRADO staff visit the village heads and chiefs to inform them of the program and seek their support necessary to mobilise groups for the program. With the support of these traditional institutions, we have always witness the success of our program with the rural people. Through this program NIRADO relate with village groups as long-term partners rather than as beneficiaries. This allows for a cordial relationship to be fostered between the groups and NIRADO. This working partnership provides a favourable atmosphere necessary for sustainable rural development.

Meanwhile, it is pertinent to stress that none of these institutions is allowed to influence our selection of target beneficiaries. During the evaluation, it was discovered that most of the groups appreciated the role of the local government staff at the stage of selection. The staff normally assist NIRADO team in locating the villages. However, some of the groups will prefer that after this initial link NIRADO may not need to contact them through the local government officials. Similarly, most groups will prefer any kind of assistance (material or financial) directly without any contact with government official.

3.2 WEAKNESSES AND STRENGTHS OF OUR APPROACH

The evaluation, among other things, revealed some of the weaknesses and strengths of our participatory approach.

WEAKNESSES

- A major weakness identified is our inability to offer any form of financial or material assistance to groups after planning with them. Although the rural people contribute their resources to better their lots, their efforts are too limited to implement some of the projects. Moreso, offer of any assistance would have complemented their self-help efforts in executing projects that will improve their standard of living.
- Our participatory approach has been found to be difficult for the facilitators, especially in conducting planning sessions with their groups. This is due to the following factors:
  - The level of illiteracy among the groups is very high and makes it a bit difficult for a systematic use of the approach as it requires some level of intelligence.
  - Most facilitators selected by groups are not educated or intelligent enough to grasp the approach within the limited training period, and adapt it for their groups' setting.
  - The length of the training is too short for NIRADO to ensure that the facilitators actually grasp the approach. This is as a result of the limited resources available to NIRADO for the program.
- NIRADO's approach is open ended. It does not give room for concentration on any specific development arena.
- NIRADO is incapable of extending the program to other communities as a result of shortage of fund. NIRADO's inability to source funds locally for this program has compounded this weakness.
- NIRADO's contact with the target groups is too irregular to enhance adequate group monitoring.

Meanwhile, NIRADO will intensify efforts to improve on the approach so that all the identified weaknesses will be curtailed.

STRENGTHS

Some of the strengths of our approach as revealed by the evaluation are itemized as follows:

◊ Empowerment of the local people to take more responsibility for their own future.

◊ Enabling the rural people to increase their sources of income; to improve their health status and increase the literacy level.

◊ Capacity to reach out as many groups as possible if funds are available.

◊ Uniqueness of approach as no other NGO uses the same method in Nigeria.

◊ The approach can be applied in rural development as well as in corporate management.

SECTION 4

4.0 NIRADO'S MANAGEMENT AND ORGANISATIONAL STRUCTURE

The NIRADO Assisted Self-Evaluation program was not only aimed at looking into its program's methodology and impact on the rural people with whom the work has been going on, the evaluation also presented an opportunity to critically examine the administrative structure of NIRADO. The aim of this is to see how best the organisation can be structured to become more efficient in program design and implementation. Similarly, the outcome of the exercise is expected to assist in putting NIRADO in a vantage to cope with the challenges of the 21st Century as a dynamic Non-Governmental Organisation (NGO).

4.1 METHODOLOGY

With the input of the independent consultant, the method used for this section of the evaluation was based on the following:

(1) A SWOT (Strengths, Weaknesses, Opportunities and Threats) analysis carried out by both Board members and staff. This provided an opportunity for both members and staff to put down in writing what they perceived or felt about NIRADO based on SWOT.

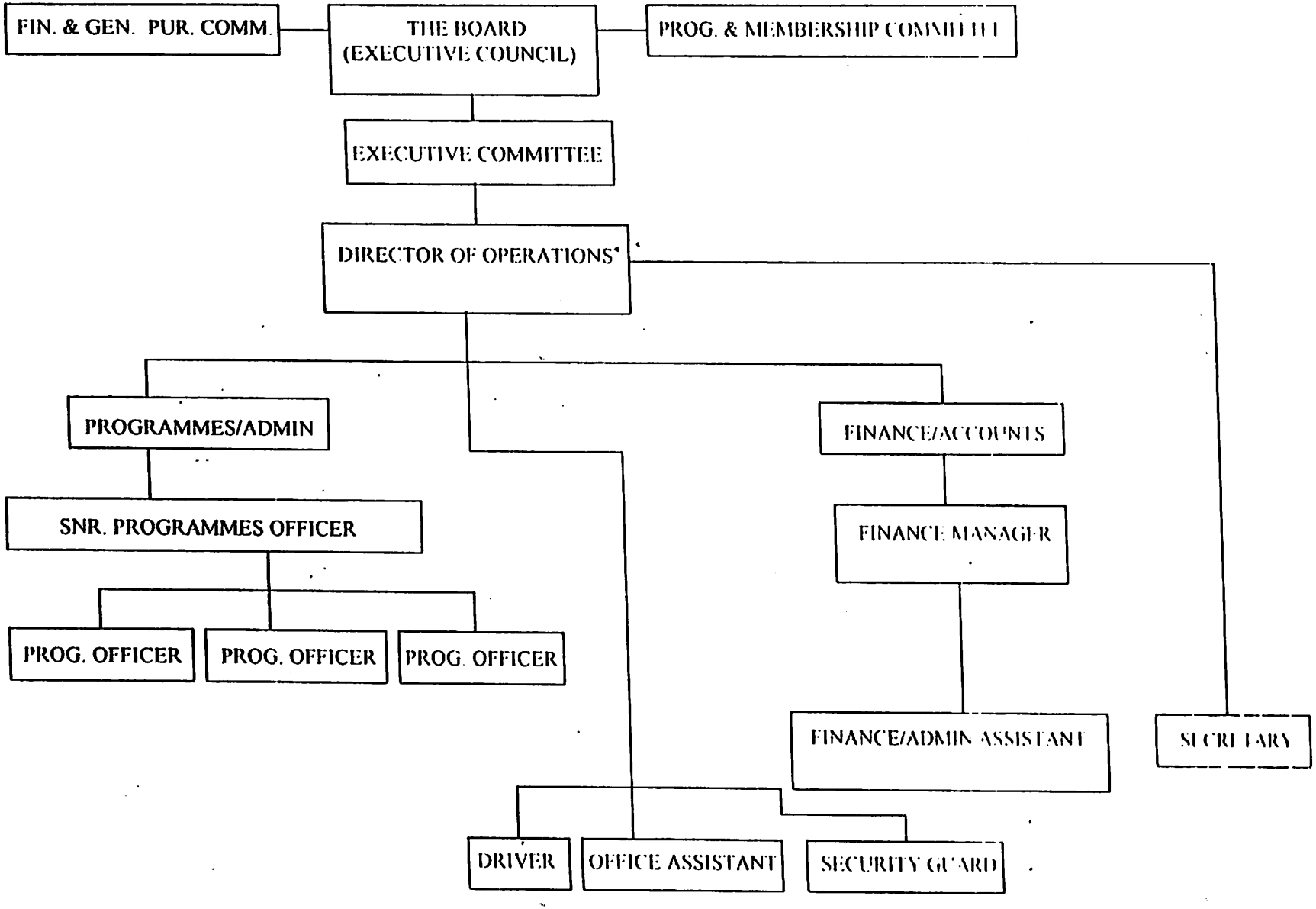
(2) Oral interview by the independent consultant with individual members of the board and staff members.

(3) A meeting between the independent consultant and the Board members. This meeting was attended by 9 of the 14 members of the Board. Other members who could not attend are those living far away outside Lagos City. At this meeting, which held on the third week of the consultant's stay in Nigeria, the preliminary findings and recommendations of the Independent consultant were tabled for discussion.

(4) Information obtained from available reports, office records and general observation within the work environment.

From these meetings, result of the SWOT analysis, and available records, certain issues about the NIRADO Administrative Structure became clear, which also form the basis of this section.

4.2 NIRADO'S NEW ORGANISATION STRUCTURE



4.3 MAJOR ISSUES PERCEIVED AS WEAKNESSES

The outcome of the above exercise (made possible through the use of the earlier mentioned methodology) revealed some areas, which are highlighted below:

(a) **Hierarchical Management Style:** Looking at the NIRADO Organogram, there is the Executive Council (Board) which is the highest decision-making body. The Board is assisted by two other sub-committees: (the Finance & General Purpose and Programs & Membership). The sub-committees meet from time to time, deliberate on issues and make recommendations to the larger Board. The two committees are made up of members of the Board whose appointment is are based on their individual experiences. The Finance & General Purpose Committee handles all issues relating to finances – Budgets, expenditure control and general administration, while the Programs & Membership Committee is concerned with programs design, implementation, and membership of NIRADO – both corporate and individuals.

In addition to this, some members of the Board - the President, Secretary and the Treasurer are involved in the day-to-day running of the administration especially on financial matters and monitoring of staff activities. While this involvement was justified on the principle of checks and balances, it is also seen as a weakness on the administrative structure. It is time consuming, and make the approval procedures cumbersome. It also portrays clearly a lack of confidence on the staff by the Board. However, looking at the history of NIRADO, most of the present board members are also founding members of the organisation. At inception and for six years, these Board members ran the organisation without a single staff.

The NIRADO Constitution clearly spells out the function of each officer of the Board. Actually, there is no provision for staff in the constitution. At best, what the staff are doing today are functions, which are supposed to be performed by the officers. The President is the Chief Executive Officer of NIRADO who has now delegated some of his powers to the paid staff. None of the Board members is working full-time for NIRADO, as they are all gainfully employed elsewhere. For these and many other reasons, it became practically unrealistic to leave the running of NIRADO entirely in the hands of the Board members alone or the staff members who come and go. Since NIRADO has grown to become a stable organisation, plans are now going on to delegate more authority to the management staff while the Board will concern itself to policy matters and membership drive.

(b) **The NIRADO Constitution**: This constitution has no provision for staff. This is partly because at inception, NIRADO was designed purely as an "Association of Volunteers in Service to Rural Nigeria," and secondly, staff matters are not normally contained in a constitution but, are spelt out in Bye Laws or Administrative Procedures and Regulations of an organisation. This issue of making Bye Laws or Staff Handbook is now being considered by the Board.

(c) **Personnel Management**: Under this heading, the issue of low staff salary was underlined by the evaluation. When compared to staff of other NGOs doing similar work in Nigeria (especially those with foreign interest) and current realities, NIRADO staff deserve to earn more than they are paid presently.

However, the major constraint has been its limited financial base. Similarly, NIRADO does not have a unified salary structure, rather, entry point for staff are negotiated based on qualification and experience. There is annual increment of up to 25 percent of total package based on the appraisal of staff at the end of each year. Since this is also viewed as a weakness, the possibility of reviewing the salary has become necessary, and is being put in focus, especially as more funds are secured.

(d) **Training Policy for both Staff and Members**: NIRADO often sends Board members and staff for local or international training programs. Ordinarily, staff members expressed that such training opportunities should be exclusively reserved for them. But NIRADO sees itself as a membership-driven organisation, thus it is the policy of NIRADO therefore, to train both its members as well as staff to any possible level. The reason for this is that members are scattered all over the country and can become effective in advocacy and rural transformation if they are well trained in our methods. During field programs, such trained members are invited to join the staff team to facilitate in rural areas.

(e) **High Staff Turnover**: This was also noted during the evaluation. In time past, staff turnover appeared relatively high, considering the size of the organisation. Many reasons could be attributed to this, such as, securing better paid jobs elsewhere, dissatisfaction with the system, and termination of appointment as a result of official misconduct. Since this situation was portraying the organisation in a negative picture, the board has taken some steps to drastically reduce the incidence of high staff turn over. One of such steps is the minor restructuring which was put in place with effect from August, 1997. The restructuring affected mainly the office of the former Executive Director now known as office of the Director of Operations, as well as the Programs/Admin Department.

(f) **Absence of a Comprehensive Welfare Package for Staff:** This was seen as another weakness considering the risk which the staff (especially program staff) are exposed to during long distance travels, working with and/in rural areas where health hazard is high. Issues like adequate insurance cover, good medical facilities and pensionable appointment are not being enjoyed by NIRADO staff. Generally, NGOs in Nigeria do not offer pensionable jobs. But the issue of job prospects and welfare package for NIRADO staff is being looked into by the Board.

(g) **Transport and Hotel Expenses During Meetings By Members**: This issue is viewed as a weakness since it negate the spirit of volunteerism. However, these expenses are normally incurred on 6 out of the 14 Board members. The 6 members reside outside Lagos. And the rationale behind the expenses is that since no Board members is paid for the many hours they spend on NIRADO's work, it is proper for the organisation to pay for their transport and accommodation expenses during meetings. This is also in line with the practice in developing countries, considering the fact that it is a great sacrifice for most of them who have other responsibilities in their place of work. Without NGOs meeting some of these expenses, it will be difficult to have experienced and committed members on the Board

(h) **Inadequate Communication Process Between The Board and Staff:** The evaluation revealed the existence of a little communication gap between staff and top management level. This is mainly due to the hierarchical structure in place. To minimise this gap, the heads of the two main Departments (Finance, and Programs/Admin) together with the Director of Operations are members of the two Sub-Committees of the Board. These committees deliberate on specific issues that affect NIRADO's programs and administration. The Director of operations is also a member of the Board who formulates policies for NIRADO. There is a weekly staff meeting where all relevant information are passed to all staff, and where there is any clarification, this meeting offers the opportunity to handle such matters.

4.4 MAJOR AREAS PERCIEVED AS STRENGTHS

As one of the objectives of this evaluation, the exercise also identified some areas considered to be strengths and opportunities for NIRADO. The intention here is not to discuss these strengths and opportunities, but just to highlight them for the purpose of future references. Accordingly, NIRADO would continue to build on these strengths and take advantage of the opportunities to enable it grow higher.

The Strengths:

- Affiliation with ICA
- Credible and dedicated Board members
- Highly committed and professional staff
- Exposure of members and staff to international programs and conferences.
- National and international recognition.
- Among the leading and viable NGOs in Nigeria
- Growth and stability over the years.

Opportunities:

Generally, there are opportunities for NIRADO to expand more in size and scope of operations Nigeria. Specific details on this are contained in section 3.2 of this report.

4.5 FUNDING OF NIRADO'S ADMINISTRATIVE AND FIELD PROGRAMS

The funding of both NIRADO's administrative expenses and training programs in the rural areas became a major feature during this self-evaluation exercise. As a non-profit making organisation, NIRADO, like any other NGO depends on donations, grants from donors, membership fees, income from consultancy services and any other legitimate avenue to run her programs and administrative expenses.

Since 1990, most of the rural programs and administrative expenses were carried out as a result of the support received from few donor organisations in Europe. Prominent among these are MISEREOR, (Germany), ICCO (Netherlands) and Friedrich Ebert Foundation Germany (Lagos Office). For example, MISEREOR, a German based Catholic organisation has consistently provided NIRADO with both program grants and strengthening (administrative) grants since 1990 till date. As a result of this, NIRADO has been able to work in one hundred and fourteen (114) villages scattered all over Nigeria. It is out of these 114 villages that this evaluation was carried out in ninety seven (97) villages where the program took place between 1990 - 1996. Similarly, the administrative expenses, like salary for eleven (11) full time staff, rent of office accommodation, purchase of office equipment and maintenance, stationeries and others are being covered mainly through the strengthening grant provided by MISEREOR.

Other major past and present programs include the 2-year systematic follow-up of our past programs which was sponsored by ICCO (Netherlands) in 1994/1995. The Advanced Annual National Facilitators Training Program is also being sponsored by the Friedrich Ebert Foundation (Lagos Office).

NIRADO has also carried out many other rural development programs which were financed by international agencies like IFAD, UNDP, and UNICEF. But the financing arrangement of such programs were in form of consultancy fees, to boost our income.

However, looking at the trend of events and the current financial base, the funds which come from these sources can no longer sustain both the training programs and the administrative expenses. Of more concern is the fact that some of these donor agencies can no longer guarantee their continuous support of the programs. For example, ICCO who supported NIRADO's work for two (2) years 1994/1995 and also purchased a program vehicle for the work has written to express their inability to continue the support, due to a change in policy.

Moreover, the scope of the training program is highly limited due to limited fund; thus limiting the efficiency and impact which this program has had on the rural people, as revealed in this evaluation.

In the case of administrative expenses, while the greater part have been covered by the MISEREOR Strengthening Grant for the past seven (7) years, it is also clear that many other expenditure cannot be embarked upon due to limited fund.

From the foregoing, coupled with the results of this evaluation, it has become necessary to pay more attention to the issue of funding if NIRADO is to grow higher or even cope with future challenges. To this end, some strategies are being put in place which will hopefully improve the financial base of the organisation. The strategies include the following:

(a) Exploring local fund raising avenues through:

- Designing of income generating programs
- Designing and marketing of some relevant programs to corporate bodies
- Diversification of NIRADO program and designing of specific programs on areas like health, adult literacy, environment and women empowerment, to seek funding from donors who are interested in these areas.

(b) Opening of a consultancy unit to enhance our relationship with other development partners like UNDP, UNICEF, WHO and so on.

(c) Seeking new relationship with (possible) new donor organizations.

(d) Development of a training center, to hold regular workshops and training for development practitioners, for a little fee.

(e) Strengthening the existing relationship with our current partners in order to retain their continuous support.

It is worth noting here, that while these strategies are being worked out to diversify our sources of funds, care is also being taken not to lose the (original) rural focus which the organisation was formed to serve.

4.6 COST EFFECTIVENESS OF NIRADO'S PROGRAMS

This point came up during the evaluation, and the concern here was to consider the possibility of comparing the cost of running NIRADO programs with the expected results of these programs. This could have also enabled us to see if such cost are justifiable and/or find ways to reduce the cost, if need be.

However, it was discovered that to meet such objective would require a lot of data, time and even special expertise which are not available to NIRADO now.

Moreover, such an exercise could actually be initiated on its own, separate from the objective of this particular evaluation. So it is difficult to have a true picture of the cost effectiveness of NIRADO programs in this report. However, a quick look at the outcome of this evaluation indicates that a lot has been achieved at the rural areas. By nature of the programs, it is not easy to quantify all the achievements of the programs. For one thing, the training is meant to affect the attitude and behaviour of people, to enable them have a better way of improving their lives. And in all the villages visited, group members and their facilitators confessed that the training programs of NIRADO have positively affected their ways of doing things both at individual and at group levels. Similarly, these new ways of doing things have had a direct bearing on many projects they have executed.

The cost of running the program varies from year to year. This is due to the unstable nature of the Nigerian economy which is also characterized by inflation and fluctuation of the exchange rate. As a mono-cultural economy with heavy dependence on earnings from oil, prices of goods fluctuate from time to time, just as government policies change frequently.

In any case, what is relevant to state here is that the major expenditure items on the annual program budget are:

(a) **Staff Cost**: Transportation, accommodation and feeding during the program
(b) **Training Materials**: Flip charts, card-board, markers and biros
(c) **Trainees' Cost**: Transportation, accommodation and feeding
(d) **Report Writing and Production** and
(e) **Other Administrative Expenses**

Each annual programm spans for a minimum period of seven months (between October and May of the following year).

It has been argued that the location of NIRADO office in Lagos is one contributing factor to the volume of transportation cost. While this may be true, other truth is that Nigeria is a large country both in size and in population. The possibility of relocating the office to a more or so called "central place" in order to address this aspect of the work will require a careful feasibility study and analysis. This may be looked into in future, but for now, the resources available coupled with other factors do not support such a move.

However, it is convenient to state that the over-all cost of the programs is really not on the high side, especially considering the fact that no monetary assistance is given to groups by NIRADO.

SECTION 5

5.0 THE GENERAL OUTPUT/RESULT FROM THE TARGET COMMUNITY GROUPS DUE TO NIRADO'S PARTNERSHIP.

5.1 INTRODUCTION

For the second phase of the evaluation, a total of thirty (30) village groups were randomly selected from the eight (8) states in which NIRADO had worked between 1990 and 1996.

During this evaluation, all the groups were visited while questionnaire and other relevant devices were used for data collection.

In this chapter, the data collected are analyzed on state basis in the following dimensions:

(a) Background Information
(b) Group Activities
(c) Group Organisation
(d) Group External Contact and Support
(e) Impact Assessment

Moreso, the data analysis is presented by program years.

ANALYSIS AND INTERPRETATION OF DATA OF GROUPS IN LAGOS/OGUN/OYO STATES

5.2 BACKGROUND INFORMATION

These were the first village based groups NIRADO worked with. The program was conducted in 1990 and a total of 20 village based groups participated in the program, while a total of 25 facilitators were trained. The program was conducted with the aid of foreign resource persons. As at the time of the program NIRADO had no paid staff. It had two volunteers, Dr. (Mrs.) Heckman Shirley (American) and Mr. Owolola Olatunji, a Nigerian. The program could be considered a pilot test for Nigeria situation, although ICA, the originators of the participatory method NIRADO is using was already in Nigeria, it is the first indigenization of the program in terms of program design. The program suffered Logistics/Administrative problems because of the wide geographical coverage as three (3) states were covered.

During the first phase of the evaluation, eleven (11) of the twenty (20) groups in the region were met. Six (6) of these groups were selected for the second phase of the evaluation.

One out of the six (6) groups selected could not hold discussion with us during the visit. The group, Ebute-Olowo Community Development Association had administrative problem and had stopped meeting before this Evaluation. Since the change of officers about one year ago, the group has been disorganised. There were factions created among members which made it too difficult for them to come together.

Also, Ifelodun Akeyan Farmers Development Union could not complete the discussions during the Evaluation. The group was aggrieved that NIRADO only comes to conduct workshop without supporting the groups with money or material. Reacting further on this issue, the group decided to suspend the discussion requesting that if NIRADO has not come to give the group assistance then it should not come to the group again. This group from our observation has been receiving monetary and material assistance, hence they reacted differently to NIRADO program.

One out of the remaining four (4) groups is a woman group and all the groups were formed three years earlier before the program in 1990.

Group membership is voluntary and the membership strength (active members) is between 30 and 150, with the village or community population growing up to about 60,000. There are some peculiar groups in this program year, like the Association for the disabled (Spinal Cord Injuries Association of Nigeria, SCIAN) and the Akinola Estate C.D.A located in one of the neglected areas of Lagos metropolis. Unlike some other places where women population were more than that of men, the active population of men were between 60% and 72%, while that of women is between 28% and 40%. All active members are married in all the groups except in SCIAN where some are not married. The age range of the active members were from 18 years, although most of the people are of 26 years and above. (See table 1).

Apart from the women group where the literacy level is about 30%, the literacy level of all the groups is generally high; it is as high as 95% in some groups. More than 80% of those that participated in the program in 1990 are still active and some of the groups have participated in other programs organised by other institutions apart from NIRADO. About 10% of the groups' population are gainfully employed. Majority of this population are farmers except in Akinola C.D.A. and SCIAN that have multifarious occupations.

GROUP ACTIVITIES

All the groups had been working together for the overall goal of developing their areas before NIRADO program. Both the women group and the mixed groups were working alike. These various activities on and before NIRADO intervention are classified as follows: (See table 1.1).

Education

Although there had been educational activities before NIRADO intervention, they were more of Government affairs than of the community. But with the intervention of NIRADO the people were opened to their potentials and efforts on education were intensified. Akinola Estate Community Development Association built primary and secondary schools in the community. Although the government staffed the schools. In this group about 66% of the projects executed after NIRADO program were on building of educational structures, while the rest were on road maintenance.

Agriculture

Agricultural activities were age long activities in the area. Because majority of the people are farmers, it made it easier for them to organise Agricultural activities

together. The women group - Abakuyamo Women Groups had been organising group farms before the program, but the program has helped them to intensify their efforts in organising group farm to raise money for the group. The Alikama Rural Development Association is an association of farmers and they have gone into fishery and piggery farming.

Social Projects

These are projects like electricity, community hall, etc. that are meant to increase the social life of the people. The Akinola Estate C.D.A. through the community efforts electrified their area and the Abakuyamo Women Groups built a co-operative hall. However, it was noted that less effort were placed on this area (less than 10% of the total projects carried out). This could be attributed to the fact that the sector is capital intensive.

Transportation

In almost all the groups, the major roads were constructed by the people and up till now, those roads are periodically rehabilitated through communal labour. Some of the groups have executed other transport related projects after NIRADO program. The Akinola C.D.A. constructed bridges and culverts to ease road transport and curb the menace of erosion in the area. Moreso, the Abakuyamo Women Groups financed the construction of the culverts on the village roads. Although 50% of the groups carried out physical projects on the roads, it was considered a priority. As much as 42% of the total projects carried out by these groups were on road maintenance.

Health

The issue of health is considered very important by all. Before NIRADO program, almost all the groups had carried out activities towards good health care delivery. The Akinola C.D.A. built bore-hole in the community to advert outbreak of water-related diseases. The health-related projects formed as much as 50% of their total projects before NIRADO intervention.

Vocational Program

Out of the six (6) groups only the Spinal Cord Injuries Association of Nigeria (SCIAN) has embarked on vocational training for its members. SCIAN was formed to rehabilitate members and one of the ways to ensure this objective, was to train

members on various skills like tie and dye, shoe making, cane weaving, typing, computer training etc. Before NIRADO program as much as 83% of their physical projects were focused on this area and after the NIRADO program it formed about 50%. Their attention on this area dropped as a result of pressure on them from their landlord to quit their present centre. This shifted their attention to the development of their permanent site. These efforts were facilitated by charity organisations and non profit making institutions. The UNDP donated some computer accessories and also provided experts who trained the members on the use of computer.

MODE OF IMPLEMENTATION

The projects were executed through communal efforts with little or no assistance from any external agency. The groups levied themselves to execute all the projects. Apart from the financial contributions, the people also donated and contributed materials towards the completion of the projects. They assisted by rendering manual and skill labour. The cost of the projects (monetary and material and labour) incurred by the groups is over 80% of the total cost. This is because apart from SCIAN none of the groups received any tangible assistance from government or any other organisation.

The groups performance in relation to the planned projects was very poor. Their five-year development plan expired in 1995 and up till this evaluation, none of the groups has been able to implement half of the planned activities. (See Table 1.1). Quantitatively, some groups only carried out about 20% of their total planned activities while some have carried out about 30% of their planned activities. Only SCIAN could carry out as much as 60% of their planned activities. The groups generally attributed the poor performance to one or more of the following:-

(1) limited fund to carry out projects.
(2) high cost of material and equipment
(3) limited facilities
(4) groups worked in order of priority needs.

SOURCES OF FUND

Apart from the assistance from the Government and other agencies in some groups, all the projects were executed from contributions and levies imposed on members. In some cases, members organised launching towards raising fund to implement their planned projects. It will be noted here that the groups were responsible for more than 80% of the cost of all executed projects.

GROUP ORGANISATION

The use of written constitution is not common among the groups, most groups operate by rules and regulations. Two of the groups have written constitutions while Abakuyamo Women Group is guided by unwritten rules and regulations. Leaders are chosen by election in almost all the groups (75% of the groups conduct election for leadership positions except the Abakuyamo Women Group that appoint their leaders by nomination. The leadership structure varies from group to group, but key positions like President or Chairman, Secretary and Financial Secretary are common.

Abakuyamo Women Group has a 3-man Executive Council, while in some groups executive membership varies from 7 - 10. In one of the groups, SCIAN, executive membership is as high as 20. The tenure of office is between two and three years depending on each group. (See Table 1.2).

DECISION MAKING AND CONFLICT RESOLUTION SYSTEM

The decision making process is the same in all the groups. All decisions are made in the general assembly for the executive members to implement. In most groups, (about 75% of the groups) decisions are taken by majority vote, while in some cases, it is based on group consensus. In one of the groups, Akinola Estate C.D.A., the executive officers formulate policies and pass to the general meeting for ratification.

Every group has a conflict resolution system. Though differ from one group to the other, they were all geared towards ensuring peace and unity among members. In some groups, problems or conflicts are normally resolved by special committees set up for the purpose. The rules contain provisions for disciplinary actions on defaulting members.

MEMBERSHIP AND MEETING ATTENDANCE

The membership of the groups is open to all interested candidates. SCIAN is only open to all Spinal Cord Injury victims. In some groups members are registered with fees while the Abakuyamo Women Group enlists every married woman in the village without fee. The frequency of meetings varies from group to group, while it is fortnightly in some, it is monthly in the others.

The executive members meetings are more regular than the general assembly. In some situations, meetings are held as the need arises. The attendance at meetings is generally at the average of 27% of the total population in some groups and as much as 90% in SCIAN. The attendance, according to the groups, is regular. (See Table 1.2).

INCOME GENERATING ACTIVITY

None of the groups has other effective income generating activity besides group farming. About 50% of the groups are embarking on group farming to generate income, though not much money is being generated. This could be one of the major factors responsible for the groups inability to implement most of their planned projects. All the groups pointed out that limited finance is a major constraint to the implementation of the projects.

EXTERNAL CONTACT

The existence of more than one group in an area is common in all the communities, and most of the groups have good working relationships. (See Table 1.3). However, some groups like the Akinola Estate C.D.A. and Alikama Rural Development Association that are situated in a large community have no working relationship with other groups that exist in the community. Nevertheless, all the groups expressed their readiness to establish working relationship with external organisations or institutions like NIRADO. Based on this fact, Spinal Cord Injuries Association of Nigeria (SCIAN) was able to receive assistance from UNDP and ILO. Also the Akinola Estate C.D.A. got financial and material assistance from the government.

IMPACT ASSESSMENT

The programs' impact on the group was assessed from three dimensions as follows:

- **Role of Group in the Community**

  The groups occupy various positions in their communities. They play some specific roles and functions to the benefit of the entire community. Though some of the groups were formed for the welfare of members, they have extended their functions to help the community members. The Abakuyamo Women Group built a co-operative hall which community members uses for

occasions like marriage, and other ceremonies. Groups like Akinola Estate C.D.A. works for the socio-economic emancipation of the people, enhancing the total upliftment of the people and the development of the environment.

- **Trainees Role in Group/Community**

The facilitators were trained to enhance the group performance and sustainability. They are expected to guide and energise the groups to carry out their various activities. Most of these trainees are performing their expected functions and they also hold key positions in the groups. (See Table 1.4). Because of their active and encouraging performances, some of the trainees have gained recognition in the communities. The community members trust them and always give them the opportunity to be in the forefront of any development program in the area.

- **Effects of NIRADO Program in the Community**

Most of the groups are of the opinion that NIRADO program is suitable to the communities. According to them, the program has instilled the spirit of participation in the members through which they have embarked on self-help projects. Groups and communities at large have become more aware of their potentials and the need for communal effort in development. The group members have been sensitised to work together to better their lots. According to Alikama Rural Development Association, "we used to think that without money there cannot be development activities". This goes to show the extent of awareness raised in the groups. The group members have gained a new understanding that participation is a vital factor in development.

MAJOR PROBLEMS ENCOUNTERED BY GROUPS

The following are the major problems facing the groups:

1. **Insufficient Working Capital**: The poverty level of the group members is a major factor limiting their ability of carry out projects.

2. **Lack of Hospital and Health Facilities**: Non-availability of health facilities is a problem facing most villages. In some of the villages, the available health facilities are situated very far from them and this limits their easy access to the facilities.

3. **Poor Road Network**: The roads linking the villages are in deplorable condition. Movement and transportation of goods are extremely difficult.

4. **Non-availability of Agricultural Inputs**: As stated earlier, majority of the group members are farmers. Acquisition of farming inputs like fertilisers and implements are almost impossible. Where the inputs are available, they are usually too expensive for the farmers.

5. **Lack of Portable Water**: Most villages depend on streams for their source of water. These streams are prone to outbreak of diseases.

6. **Limited Mobility aids appliances for the disabled.**

7. **Lack of Storage Facilities**: There are no storage facilities for the farmers to store their goods. In areas where there are provisions for such facilities, they are not in good condition for the farmers to utilise.

8. **Lack of Market**: There are no good markets in the villages where people can sell their goods.

5.21

TABLE: 1

STATE:- LAGOS/OGUN/OYO. PROGRAM YEAR:- 1990

BACKGROUND INFORMATION

NAME OF GROUP	ABAKUYAMO WOMEN GROUP	AKINOLA ESTATE CDA	SCIAN	ALIKAMA RURAL DEVELOPMENT ASSOCIATION, IFO	IFELODUN AKEYAN FARMERS DEVE-LOPMENT UNION
Village	Abakuyamo	Akinola estate	Maryland	Ifo	Akeyan
Year Group formed	1987	1987	1984	1981	1985
Membership strength	50	110 Active	150; 84 Active	50	30
Village population/Household	-	60,000/10,000	1,000 in 14 states	-	-
State	Ogun	Lagos	Lagos	Ogun	Oyo
Local Government Area	Odeda	Alimosho	Ikeja	Ifo	Egbeda
Sex: Male	-	80	59	30	20
Female	All women	30	28	20	10
Marital Status: Married	All married	All married	-	All married	All married
Unmarried	-	-	-	-	-
Age Range 18 - 25	10	-	20	-	-
26 - 45	10	25	57	35	All 35 and above
46 Above	30	85	10	15	-
Education Literate	15	104(95%)	82	30	4
Illiterate	35	6(5%)	5	20	26
No. in planning session still Active	24	17	19	23	-
Present at evaluation	4	5	3	20	20
Participation in other training	-	Yes	Yes 3 persons	-	Yes
Major occupation	farming	Multifarious	Self-employed	Farming	Farming
Other sources of income	Trading on Agricultural produce	Self-employed	-	Trading, Artisans	Trading
Salary earners	-	11(10%)	-	2 persons	-

TABLE: 1.1 **GROUP ACTIVITIES**

	ABAKUYAMO WOMEN GROUP	AKINOLA ESTATE CDA	SCIAN	ALIKAMA RURAL DEV. ASSOCIATION
Activities/Projects before NIRADO Program	-Group farming -Cooperative hall building	-Bore hole construction -Electricity project	-Sport activities -Vocational training, tye & dye, shoe making, cane weaving, typing	-Fish farming -Group farming
Activities after NIRADO program	-Road rehabilitation -Building bridges -Roofing of cooperative hall -Group farming	-Primary school building -Secondary school building -Bridges and culvets	-Computer training -Development of SCIAN village	-Construction of piggery farm - Group farming
Mode of implementation	-Direct Labour and hiring of technicans -Manual labour	-Contracts & group labour -Govt. assistance -Direct labour of members artisans	-Use of professional members. -Employed trainers to train members	-Communal effort -Direct labour
Sources of funding	-Levy and gains from farm	-levy and donations -Govt. assistance	Charity funds	-Levy -Contribution
Vision/Actions formulated	-Good road -Hospital, market -Farm tools -Good water -Garri processing machine -Primary school	-Adult Education classes -Street numbering -Electricity -Vocational centre -Good water -New primary & secondary school -Street light	-Big clinic, new site, state chapter vocational centre, computer centre, rehabilitation centre, fundamental laws, fund raising =N5 million -Sporting activities	-Good road to farm -Piggery -Group farm -Modern market -Pipe borne water -Good roads

Vision/Actions accomplished	-Road rehabilitation -Bridges -Group farming	-Electricity -Primary and Secondary School -Street light	-New site -State chapters -Vocational skill centre -Computer centre -Sporting activitis -Fund raising -Fundamental laws	-Piggery -Group farm
Other Activities carried out	Cooperative house roofing	Bridge & culverts	-Each state chapter has parcel of land -Media publication for fund raising	-
Reasons for unexecuted projects	-Limited fund -Expensive materials/ Equipmcnt	-Limited fund -Order of priority	-Shortage of fund -Govt. uncooperative attitude -Inadequate publicity -Limited facilities -Limited professional experts	Shortage of fund
Five major problems	-Insufficient working capital -Lack of hospital -Poor road network -Non-availability of modern Agricultural equipment -No group garri processing machine	-Poor road network -Lack of portable water -Communication gap -Lack of market -Sub-standard Secondary school.	-Limited mobility aids appliances -Uncompleted site -Limited fund and professional fund raiser -No income generating venture -irregular medical attention (no enabling law)	-Shortage of fund -Lack of Agric. implements -Bad access road -Lack of storage facilities -No group vehicle
Most critical problem	Insufficient working capital	Poor road network	Uncompleted permanent site	Shortage of fund

TABLE: 1.2 GROUP ORGANISATION

ITEMS	ABAKUYAMO WOMEN GROUP	AKINOLA ESTATE CDA	SCIAN	ALIKAMA RURAL DEVELOPMENT ASSOCIATION
Group Norms, Constitution, Rules and Regulation	Unwritten Rules and Regulations	Rules and Regulations	Written Constitution	Written Constitution
Mode of choosing leader	Through nomination	Elections	Election every two years	Election every two years
Internal structure	3-man Exco	10-man executive council	20-man Exco	7-man Exco
Decision making process	General assembly to the exco	Policy formulation by Exco, while the general assembly is to certify	General assemby to the executive council	General assemby to the exective council
New members/Registration fee	Open to all married women with no fee	Open to all indigenes with no fee	Register member with fee	-
Frequency of meeting	Fortnightly	Exco monthly. General assembly when need be	Monthly	Fortnightly
Meeting attendance	Regular attendance	30 on the average	Between 80 & 87	Regular
Contribution/Membership fee	=N10.00 every meeting	-Contribute for project	-Contributefor project	-Contribute for project
Fluctuation of group members	-	-	Increasing	Yes. One person left
Reasons for drop out	-	-	-	No longer interested
Conflict Resolution System	By general assembly	Through the committee of elders and the general assembly	Through the welfare committee	By the general assembly
Income Generating Activity	Group farming	-	-	Group farming
How much generated	varied, pending on market prices	-	-	-
How the money is spent	Kept in bank	-	-	To start another farm

TABLE: 1.3 EXTERNAL CONTACT

Group	Any other groups existing in the Community	Relationship with other Groups	Other kinds of external support
Abakuyamo Women Group	Yes	Work together for the development of the village	-
Akinola Estate community Development Association	Yes	None	Local Government gave financial & material assistance
Spinal Cord Injuries Association of Nigeria (SCIAN)	Yes	Work together as partners	From UNDP & ILO
Alikama Rural Development Association Ifo	Yes	-	-

TABLE: 1.4 IMPACT ASSESSMENT

	Any specific role in the Community	Facilitator's role	Does facilitator perform expected role	How suitable is the program	Where most helpful	Are needs of women being met
Abakuyamo Women's Group	Yes, road and cooperative house useful to the Community	Secretary. She mobilises members	Yes. Active	It is suitable	Enlightened member on working together	All Women
Akinola Estate Community Development Association	Yes, Social economic emancipation of the Community	Patron	Yes.	Good	It has helped the group to embark on self-help porjects with all participating	No Women present at the meeting
Spinal Cord Injuries Association of Nigeria (SCIAN)	Yes, Organising enlightenment campaign on disabilities and preventions	National Publicity Secretary	Yes	Very suitable because it has instilled the spirit of volunteerism in us.		Yes. Women are now encouraged to form their own wing
Alikama Rural Dev. Association Ifo Sector	Sell consumer goods to the public	-	He counsells the Group	Yes. We used to think that without money there cannot be development activities.		Women are always involved.

TABLE: 1.5 SUSTAINABILITY

	Are new members aware of the program	Use of the approach	What NIRADO Should do differenlty	What shoul be included	Contact with groups through Government	Comments
Abakuyamo Women Group	Yes	During meetings and planning for projects	-	*Monetary *Equipment *More regular visits	Good	
Akinola Estate CDA	Some are aware	Use participatory approach in holding meetings	-	*Projects funding *Link groups with Government *Leadership training *Publicise groups *More regular visits	Good	
SCIAN	Some are aware	Proposal writing, holding meetings and organising fund raising	*Design program for more people than 25. *Train the whole group on the use of the methods. *Regular/Annual follow-up *Fund raising counsels *Link group with international donors		-	
Alikama Rural Dev. Association	Yes	Planning and execution of projects are partici-patory	*Regular visit/Monitoring *Link group with donors *Income generating program *More training & seminar *Monetary & equipment assistance *Open Government/Group working relationship			

A bridge constructed by Akinola Estate Community Development Association, to curb erosion problems and ease communication link with the community.

A section of Spinal Cord Injuries Association of Nigeria (SCIAN) Members during the Evaluation Meeting.

5.23 MEETING WITH FACILITATORS IN LAGOS, OGUN & OYO STATES

In this region, the meeting between the evaluation team and groups' facilitators could not take place. This was mainly due to time constraints. However, discussions were held with individual facilitators, and the following are the major issues which came up:

The program is good and it has raised the level of awareness of the group members on self-help initiatives.

The program has brought progress to the groups and communities, as groups now do things better.

The training program has afforded the facilitators the opportunity to assume responsibilities and leadership roles in their groups and communities.

Although the training program is adequate in content there is a need for refresher training to be organised for the trained facilitators.

NIRADO should pay regular visits to the groups to encourage them to work harder.

5.3 ANALYSIS AND INTERPRETATION OF DATA OF GROUPS IN EDO/DELTA STATES

BACKGROUND INFORMATION

In 1991, a total of fifteen village groups from the old Bendel State (now Edo & Delta States) participated in the annual local planning and facilitators training program. During the first phase of the self-evaluation exercise, fourteen of these groups were visited out of which six village groups were selected for the second phase of the evaluation. Two of the six groups are women groups, three are community development associations and one is a Catholic church organisation. All these groups had been formed for an average of fifteen years before NIRADO's program.

The membership strength of the groups is between 15 and 1200 with about 58% female population. These groups are situated in various villages with varied population ranging between 3000 and 12,500.

The literacy rate of four of the groups is as high as about 95% , while 5% are illiterates except for St Anthony Catholic Church, Isah, were majority of the adults are illiterate.

The major occupation of the groups is farming while other sources of income include trading, knitting, sewing, fishing and artisanship. The salary earners are about 15%.

GROUP ACTIVITIES

As earlier stated, all the six village groups had existed before NIRADO's program, consequently they had executed one development project or the other. Moreover, after the program till date, the groups have also embarked on some development activities. The executed projects, both before and after NIRADO's program are analysed as follows:

Educational Sector
About 15% of the groups had embarked on education related projects such as secondary school building and classrooms for primary school. After NIRADO's program, none of the groups has executed any project relating to education.

Transportation Sector
None of the groups worked on the roads, before the program neither was there any that constructed bridge or culverts. However, after NIRADO's program, 55% of the groups constructed roads and bridges in order to enhance easy transportation network in their communities while about 10% embarked on adequate maintenance of their roads.

Agricultural and Industrial Sector
Before NIRADO's program, a major concern of most of the groups was farming and then most groups had group farms through which money was generated for other group purposes. In most of the groups, the group farm project continues till date while some of the groups are presently planning to install Rice and Cassava processing machines. Besides, Igun Youths Association executed a fish pond which unfortunately was vandalised. However, they have established another fish pond with more security devices.

Apart from Igun Youths Association that was concerned with environmental cleaning, other groups did not execute any project towards health before NIRADO's program. After the program, 20% of the groups have constructed health centers while Uduvwohoro Development Association embarks on periodic environmental sanitation exercise to avert outbreak of disease.

Social Sector
About 40% of the groups had executed projects such as community hall and street naming before NIRADO's program. However, after the program, some of the groups embarked on community hall, police station and market store buildings. Igun Youth Association has executed an electricity project.

MODE OF IMPLEMENTATION

The mode of implementation of these projects, both before and after NIRADO's program, is through communal and direct labour. However, the rate of people's participation is much higher now than before NIRADO's program; projects are now well planned before implementation and that is why the syndrome of "abandoned projects" is no longer existing.

SOURCES OF FUNDING

The major sources of funding of projects in these groups range from contributions, levy, voluntary donations and launching. However, Ndudi Women group collected loan from the United Bank for Africa (UBA) and in Igun Youths Association, a government parastatal called OMPADEC funded the community electrification project, while the Delta State Agricultural Development Project (ADP) funded the water project.

Groups' External Contact and Support
All the groups agreed that there are other groups or associations in their communities and maintain a cordial relationship with them. Only 2 groups (Emu-Obodeti CDA and Igun Youths Association) work together with other groups for the development of their communities. 50% of the groups have received some assistance in form of training, finance and materials from external organisations such as the UNDP, Government Agencies, Lions Club, Nigerian Agip Oil Company, Shell and OMPADEC.

Group Organisation
All the six groups have constitutions (written and unwritten) with rules and regulations binding on every member. They also have well defined internal structures with executive members ranging from 2 to 9. Leaders are chosen by election every 2 to 3 years.

Decision-making and Conflict Resolution Among Groups
The decision making process in all the groups is mainly by consensus except the Catholic group where it is top-down. Decisions are taken during the general meetings for the executive members to execute. However, decisions can be made by the Executive members in emergency situations.
Conflict resolution system is embedded in the constitution of all the groups. Some cases are handled by the Executive members while some are done during meetings. Serious cases are referred to the council of chiefs for settlement.

Membership Registration and Meeting Attendance
In most of the groups, membership is open to all indigenes while about 60% of the groups do not charge fee, a women group called Otu-Ifeoma Cooperative Society, charge every new member a sum of N200 while Igun Youths Association charges N300 for registration of new members.
60% of the groups also pointed out that their Executive Councils meet once a month while 40% revealed that officials hold meetings on weekly basis. However, in most of the groups, general meetings are held whenever the need arises. All these groups showed the written minutes of meetings which revealed an average attendance of meetings.

Income Generating Activities
25% of the groups do not have any income generating activity while group farm is the major income generating venture for the remaining groups except for Igun Youths Association that hires musical instrument out for generating income. In the same vein, Otu Ifeoma women group offers services to people through its cassava processing machine.

Most of these groups spend the generated income to execute development projects in the communities.

IMPACT ASSESSMENT OF NIRADO PROGRAM

The evaluation also assessed the impact of NIRADO's program on the groups and its effects in the communities.

(a) Role of Groups in the Communities

All the groups play a key role in their communities which is promoting development through creating awareness amongst the people, implementing projects, assisting the poor and so on.

(b) Trainees' Role in the Groups and Communities

67% of the facilitators are still very active in their groups, mobilising members, giving advice and direction to the group. However, in the Catholic group, the trainee had left the village to work somewhere else, while in Uduvwohoro Development Association the trainee is incapacitated by illness. These have adversely affected the performance of the groups.

(c) Effect of NIRADO's Program in the Communities

The effect of NIRADO's program varies from one community to another. Below is a summary of some of the effects revealed in the evaluation:

- About 33% of the groups said the program has created enlightenment and awakened their consciousness to their own potentials in developing their areas.
- It has brought about development in their communities.
- It has brought about unity amongst the members as they now work together towards a common vision.

MAJOR PROBLEMS ENCOUNTERED BY THE GROUPS

The major problems being encountered by the groups in their efforts towards the development of their communities are categorised below:

Limited Fund: This is a major hindrance to the implementation of planned projects in all the groups. They cannot generate enough funds to meet their needs because of their poor sources of income. They believe that with enough financial resources there would be no problem in carrying out their activities.

No Electricity: Most of the villages are yet to have electricity, therefore, no industry or equipment requiring electricity can be put in place there stalling the development of the communities.

No Pipe-Borne Water: This also creates health problems for the people and they have to trek long distances to get water from streams for domestic use.

General Economic Hardship in the nation has adversely affected the communities in that they cannot get help from elsewhere.

Poor Road Network/Poor Market Situation is another major problem in all the communities. Roads are so bad that vehicles cannot ply them and farmers cannot transport their farm products to larger markets for sale.

No Health Facilities: The nearest clinic to most communities is miles away and they have to trek to such places. This has resulted in various hardships for the villagers as lives are lost due to the fact that there is no quick medical attention for those in need of it.

Disunity in the community has compounded the problems of some groups, as they cannot work together towards a common goal.

5.31

TABLE: 2
PROGRAM LOCATION: EDO/DELTA STATE
PROGRAM YEAR: 1991
BACKGROUND INFORMATION

NAME OF GROUP	NDUDI WOMEN GROUP	EMU-OBODETI C.D.A	OTU-IFEOMA MULTI-PURPOSE	ST. ANTHONY CATHOLIC CHURCH	UDUVWOHORO DEV. ASSO.	IGUN YOUTHS ASSOCIATION
Village	Ashaka,	Emu-obodeti,	Kwale,	Isah-Ogwackuku	Ovwian,	Igun,
Year group formed	1989	1967	1970	1955	1990	1985
Membership strength	23	Exco 15	20	About 300 good adults	1200	45
Village population/ Household	About 10,000	About 9,000	-	About 3,000	About 12,000	About 12,500
State	Delta	Delta	Delta	Delta	Delta	Delta
Local Govt. Area	Ndokwa East	Ndokwa west	Ndokwa West	Anoicha South	Udu	Ethiope
Sex: Male	-	10	-	100	700	30
Female	23	5	20	200	5000	13
Marital Status: Married	21	15	20	200	3000	10
Unmarried	2	-	-	100	8000	35
Age Range: 18 - 25	-	-	-	-	-	5
26 - 45	16	13	15	-	-	40
46 and above	7	2	5	50	-	-
Education: Literate	20	15	18	20 (Adults)	-	45
Illiterate	3	-	2	180 (Adults)	-	-
No. in planning session: Active	16	1	16	18	-	All
Prseent at Evalution	15	2	4	6	4	-
Participation in other training	-	4	3	-	1	-
Major Occupation	Farming	Farming	Trading and farming	Farming	Farming	Students
Other sources of income	Trading, Knitting, Sewing	Trading & Artisans	Artisans (seamtress, etc)	Trading & Sewing	Trading & Fishing	Farming & Artisans
Salary Earners	8	About 10	About 5	4	About 200	13

TABLE: 2.1 GROUP ACTIVITIES

ITEMS	NDUDI WOMEN GROUP	EMU-OBODETI CDA	OTU-IFEOMA	ST ANTHONY, ISHA	UDUVWOHORO	IGUN YOUTHS ASSOCIATION
Activities before NIRADO Program	Thrift/Group loan	-Community hall -Secondary, commercial school -Classroom and H/M quarters renovated	-Lending to members on 5% interest -Garri processing machine	Cassava farm	-	-Group Farming -Street sign-board -Environmental cleaning.
Activites after NIRADO program	-Police Station -Reduced market days lenght from 9 to 4 days -Group farm (Cassava) -Road construction	-Periodic wooden bridge -Road maintenace -Electricity -Market stores and period environ-mental mainten-ance -Health Center renovation in progress. -Post office built in 1995 now pay the Postmasters.	-Confectionarie -Production of soap and deter-gent -Good farm.	Church building	-Sanitation (clearing of drainage & bushes -Community hall (1993)	-Local musical instruments -Fish pond (vandalised) -Civil Defence -Town hall -Electricity -Water project by ADP.
Mode of implementation	-Hold meetings -Visits to L.G. Chairman -Self labour -Send delegates to Schools. Meeting of all women.	-Direct labour -Paid workers & supervise. -Communal labour -Donations -Govt. assistance	-Members operate machine. -Contributions -Hired labour	-Direct labour -Paid workers	-Communal efforts -Direct labour -Hired workers	-Direct labour -Communal efforts. -Contract. -OMPADEC -Direct involve-ment of members

Sources of funding	-Contributions -UBA loan -Group farming -Levy	-Levy -Voluntary donation	-Contributions -Monthly dues =N10.00 -Share capital =N=200	-Members contributed cassava stem -Income from cassava sales and harvest	-Contributions	-Levy. -Donations -Launching -OMPADEC -Government.
Visions/Actions Formulated	-Daily market. -Electricity. -Pipe borne water -Tarred road -Poultry	-Good leadership -Electricity -Pipe borne water -Good market -Health centre.	-Bakiing & cooking -Cotton wool farming -Soap making -Pomade making -Electricity	-Hospital building -Library -modern farm tools -Borne water -Community town hall	-Community bank -Modern market -Health centre -Women's craft centre	-Nursery School -Cassava processing industry -Town hall -Palm oil mill -Electricity.
Visions/Actions Accomplished	-Police Station. -Market drainage -Lock-up stores -Evening market	-Market. -Education. -Environmental maintenance -Good water	- Soap making -Group farm	-Started church building	-Community	-Electricity -Town Hall.
Other Activities carried out	-	-	Cassava farming	-	-	-
Reasons for unexecuted projects	No finance.	Non-availability of funds.	No funds.	-Disunity. -Negligence -Inadequate capital. -No effort. -No maintenance	Fear	Finance

Five major problems	-Electricity. -Bad road. -Finance (little source of income -X-ray equipment -Town Hall.	-Health. -Electricity. -Road. -Finance. -Water.	-Finance. -Means of transportation (reduces reduces profit) -High cost of materials. -Market is low -General economic hardship.	-Finance. -No market. -No pipe borne water -Disunity. -No convenient place of workship	-Erosion. -Bad road -No furniture. in school. -Unemployment -No farming inputs.	-Not financially bouyant. -Lack of co-operation with the community -Insecurity within the town
Most critical problem	Finance	Finance (poor sources of income)	Finance (low source of income)	Finance	Erosion and unemployment	Lack of coope-ration.

TABLE: 2.2 **GROUP ORGANISATION**

Items	**Ndidu Women**	**Emu-Obodeti C.D.A.**	**Otu-Ifeoma**	**St. Anthony,Isah**	**Uduvwohoro Dev Association.**	**Igun Youths**
Group norms, Constitution, Rules and Regulations	Constitution	Rules & Regulations	Constitution	Catholic rules and regulations	Rules and regulations	Constitution
Mode of choosing leaders	Election every 3 years	Election & group interest representative by normination.	Election (normination & voting every 3 years)	Nomination & election every 3 years.	Election	Nomination voting.
Internal Structure	President; Vice, Secretary; Asst. Secretary, PRO; Financial Secretary, Treasurer, Provost.	Chairman; Vice; Secretary; Financial Secretary; Treasurer provost; others.	President; Vice; Secretary; Vice; Fin. Secretary; Treasurer; PRO.	Church father Church mother	Chairman; leader from each quarter (4 qtrs)	President; Vice; Lady president; vice; Secretary General; Asst. Fin. Secretary; Treasurer, spokesman.
Decision-making process.	Group consensus	-Exco -Council of chiefs -General members	Agreement (consensus)	Top down decision	During general meeting; but emergency decision taken by Exco	On majority agreement.

New members/ Registration Fees.	Open to anybody No fee.	No fee All indigenes are members.	Registration fee N200.00	-	All indigenes No fee	Reg. fee N300 & 1 bottle of Gin.
Frequency of Meetings	Monthly with written minutes	Exco meeting on weekly basis (records available)	Monthly with written minutes	Weekly with minutes	General meetings not regular.	Monthly with minutes.
Meeting attendance meeting.	15 and above	-Exco meeting (majority) -General meeting once a year.	10 and above.	30	-	10-15 (because of vandalisation of fish pond, number reduced).
Contribution/ membership fees	Monthly dues N10	Annual dues	-Monthly dues N50 -Monthly dues N1,000	-	-	-
Fluctuation of Group members.	Yes	-	-	Yes		Initially 70 Now 45
Reasons for Drop out	-People left because no immediate benefit could be seen -No financial commitment.	-	Financial problems	Left to other twons to work or school.		-Remove due to bad chara-cter -Financial problems. -Distance.
Conflict Resolution System	Is embedded in the constitution	Embedded in rules & regulations. The Exco; Council of chiefs & general Assembly.	N200 fine or suspension as penalty. Settlement is done in the meeting.	Settlement in the meetin	Quarter leader Chairman, president general	Settlement by the group and "fine".

Income generating activity	Group farm	-	-Cassava processing machine. -Group farm.	-farming	-	Musical instru-ments for hiring
How much generated?	-	-	N18,000 from Farm once.	-	-	N3000 -N5000 for now.
How the money is spent?	-	-	-Share the money at the end of the year -Cassava machine inaccessible & so no much income	-	-	For project e.g fish pond.

TABLE: 2.3 EXTERNAL CONTACT

Name of group	Any groups existing in the community	Relationship with other groups	Other kinds of external support
Ndudi Women Group	Many	Cordial relationship but do not work together	-
Emu-Obodeti CDA	Yes	-Cordial relationship -Work together	-Lions club trained 4 people on River -Book donation from Ndokwa community in America.
Otu-Ifeoma	Yes	-	-Government and UNDP-> Training -NAOC and Shell promised to donate all purpose machine, garri processing and rice mill machines.
St. Anthony, Isah	Yes	No relationship with other churches	-
Igun Youths Association	Yes	-Cordial relationship -work together sometimes	-OMPADEC completed their electricity project.

TABLE: 2.4 IMPACT ASSESSMENT

Name of group	Any specific role in community	Facilitator's role in the group	Does facilitator perform expected role	How suitable is the NIRADO program	Where NIRADO has helped most	Are needs of women being met?
Ndudi Women group	Yes, promoting development and creating awareness	She is the group's life wire	Yes	Yes	-Ability to visualise and work towards the vision -Now a consult to other groups	-
Emu-Obodeti CDA	Yes, community transformation	Now Exco-offico member of the Exco	-Gives guidelines on budget to present Exco -Provides relevant information	Is very good	-Raised community awareness -Now able to communicate with the government.	-
Otu-Ifeoma	-	Preseident	Yes and does more	Yes	-Enlightenment -Encouragement -Sel reliance	Every member's needs are taken care of.
St. Anthony, Isah	Yes, assist the poor and widows	Facilitator no more in the group		Good	-Teach us how to make money i.e self reliance -Bring about development	Yes
Uduvwohoro Development Association	-	-	-	-	-	-
Igun Youths Association	Yes, development of the community	Does not hold any position	Gives advice to the group	Yes	-Improvement in the town. -How to do	Yes

Igun Youths As

TABLE: 2.5 SUSTAINABILITY

Name of group	Are new members aware of the program	Use of the approach	What NIRADO should do differently	What should be included	Contact through Govt. to groups	Comments.
Ndudi Women Group	Yes	Arriving at a decision to cultivate group farm and making arrange-ment to open what is called NIRADO market	-	-Regular visits -Linking group with donor agencies	Good	-Dreaming of income generating programmes like *Community Trust Fund *Grocery Shop
Emu Obodeti CDA	Yes	-	-	-Open up community/ government relation-ship -Link village with government	Suitable	-
Otu-Ifeoma	Yes	-Visualising what to do and other areas such as the Green River Project	-	-Aid -Lectures/workshop/ advice/seminar -Link with other groups	good	-
St. Anthony, Isah	No adequate information about the program to new members.	The group has not used any of the methods because the trainee left the group.	-	-Train other facilitator for the group -Financial aid -Regular visits or communication	Good	-
Uduvwohoro Development Association	Not quite	-Trainee has been seriously ill and no one else to help	-	-How to get financial assistance -Link group with	-	-

5.33 FACILITATORS' MEETING WITH GROUPS IN EDO/DELTA STATE

Most of the trained facilitators in these groups have gone out of the communities. Among the six groups selected for the phase II, only two facilitators are still active in their groups.

During discussion with one of the facilitators, Mrs. Victoria Ego-Dick, she confirmed that NIRADO program has enlightened the group members on how to be self-reliant. In her words, "what we thought is impossible is now possible because of the program".

However, she recommended that NIRADO should pay regular visits to the groups, and that more training programs should be organised for the groups.

5.4 ANALYSIS AND INTERPRETATION OF DATA OF GROUPS IN KADUNA STATE

BACKGROUND INFORMATION

All the six village groups selected for the second phase in Kaduna are Community Development Associations that had been in existence averagely for twenty years before NIRADO's program in 1992. The groups which cut across four local government areas namely Zango Kataf, Kachia, Kaura and Kagarko have membership strength of between 40 and 1,500 with 40% female population. The groups belong to different communities with varied populations ranging from 500 to 40,000.

Although about 80% of the group members are married, they still belong to different age ranges within the communities. The largest number of members fall within the range of 26 - 45 (60%) about 25% are between age range of 18 - 25 while 15% of the members are from 46 years of age and above.

The major occupation of the members of the group is farming while in only one of the groups (Garin Jere), cattle rearing is also a major occupation besides farming.

In addition, there are other sources of income for the members, such as trading, craftsmanship, pottery, palm wine tapping, local brewery, basket weaving and masonry, where about 20% of the total individual income is generated. About 2% membership of four of these sample groups include civil servants.

GROUP ACTIVITIES

As earlier stated, all the groups had embarked on self-help development projects before 1992, and most of the projects are the same as what the groups have been doing since 1992. All these projects are categorized into four as follows for appropriate analysis: (more details of the groups activities are contained in Table 3).

Transportation Sector

The major preoccupation of most of the groups before NIRADO's program (1992) was to improve on the transportation system through construction and rehabilitation of roads and local bridges in the communities. Since 1992 till date, this self-help project still continues, although in a larger scale by including purchase of community bus to ease transportation network and construction of culverts.

Educational Sector

All the groups had embarked on self-help projects regarding education, although, with varied magnitudes; in most of the villages primary schools were built through self-help. Few of the groups (precisely 20%) had embarked on adult literacy and secondary education before NIRADO's program in 1992. However, since 1992, 80% of the groups are organizing adult literacy program for the illiterate community members while secondary school has also been built for their children's education. Meanwhile, one of the groups (Garin Jere) is presently building an Islamic school through self-help.

Health Sector

Before NIRADO's program, about 70% of the groups had built clinic, dispensary or health center with the aim of improving standard of health in the communities. However, about 20% of such health projects are no longer functioning. Some had also dug local wells for drinking water. Since 1992, all the groups have executed health related projects. As an example, 70% of the groups have built health centers and as well purchased and installed medical equipment in them; about 20% have built maternity homes for the women while 10% have, besides health centers, embarked on public toilets, mono-pumps and local wells in order to ensure availability of good water for drinking. Meanwhile, one of the groups (Fadan Tachira) has just begun a hospital building.

Social Sector

The social sector has always been of importance to the village groups. Before 1992 60% of the groups had built community halls meant for social meetings and festive gatherings, while only one group had begun electrification process. Presently, about 90% of the groups have executed town hall projects through self-help while two of the groups have erected poles and purchased cables towards the electrification of their communities. The most prominent group in this sector is Garin Jere group that has completed a community bank, a police station and a motor park.

Mode Of Implementation

In all the groups, the mode of implementation of projects before and after NIRADO's program is through communal efforts. However, presently there is a significant difference in the level of commitment of people and magnitude of projects while presently projects are well planned and costed before

implementation hence the syndrome of 'abandoned project' which used to be a great obstacle in their development effort is no longer existing.

Sources Of Funding Projects

In all the groups, there is an age long culture of levy and contribution among members towards particular projects. Recently, some of the groups have started to organize launching and seek assistance from the government. Despite this new development, the greatest source of income is levy.

Accomplishment Of Planned Projects

It is pertinent to stress that few of the groups have not accomplished all their five-year planned projects despite the fact that this year is the fifth year of the planning. Various reasons were given for non-accomplishment of some of these projects. The reasons which vary from one groups to the other are as follows:

(a) Limited fund
(b) Lack of expertise on some projects (e.g. dam construction)
(c) No external support for some projects
(d) Some of the projects not seen as urgently needed by the communities are pushed forward.

However, some groups have carried out all the planned activities while they have also embarked on other projects not planned for in 1992.

GROUP ORGANISATION

All the village groups have constitution (written and unwritten) stipulating rules and regulations for the members while the roles of the executive members are also stated. Besides, in all the groups, executive members are elected within varied periods of one to three years. The executive council is the governing body of each of the groups. In some groups the executive council comprises between four and six members. Garin Jere Cooperative Development Association has an eleven-man executive which is the largest among the groups.

Decision Making And Conflict Resolution Among Groups

Decision making process is the same in all the groups and there is high level of participatory approach in the sense that the executive council in conjunction with the general assembly makes decisions.

The generality of the ordinary members are as powerful, if not more than the executive members. Likewise, every group has in place a conflict resolution system. 90% of the groups put the responsibility of resolving conflicts among members in the hands of the officials while the village heads are only called upon when the conflicts are getting out of hands. In some groups, disciplinary committees are in place to resolve conflicts. In all these cases, conflicts are resolved amicably within the communities without involving the police, except in criminal cases.

Membership Registration And Meeting Attendance

In all the groups, membership is open to all indigenes aged eighteen years and above and registration is free of charge in about 70% of the groups, while 30% register members with fees ranging from ₦5 to ₦50.

Frequency of meetings varies from one group to the other; about 60% of the total groups hold general meetings twice a year while 40% hold their general meetings once a year. The executive councils of most of the groups meet once a month while few meet twice a month. However, all the groups do call emergency meetings as frequently as the need arises.

Attendance of meetings by members is average among almost all the groups while about 20% of the groups reported to record high turn out of members at meetings due to heavy fine imposed on absentees.

Membership drop out/fluctuation is very rare among the groups while about 20% of the groups recorded membership fluctuation as some of their members have gone out of the communities for higher education and white collar jobs.

Groups' Income Generating Activities

60% of the groups have income generating activities from which they derive money to embark on development projects; 80% of these generate their income from community farm while 20% generate their income from activities ranging from organised communal labour, toll from motor park and market roads. Of significance much, is the need to state that those groups that have one income generating venture or the other are more effective than those without such venture.

GROUP EXTERNAL CONTACT AND SUPPORT

The evaluation revealed that 70% of the groups work together with other village groups within the villages while 30% stated that there are no other groups within

the communities. Moreover, in the villages where there are other groups, NIRADO groups work with them on a single goal of developing the villages while there is a substantial level of co-ordination of activities of all the groups.

However, in such villages, the community development associations are superior to other groups. It was also discovered that 60% of the groups have got assistance/support from the government at one time or the other. As an example, the state and local government authorities have assisted some villages to construct mono-pumps and water wells, while personnel are posted by the government to clinics and police stations built by the communities through self-help.

IMPACT ASSESSMENT OF NIRADO PROGRAM

The impact of NIRADO's program was assessed from three perspectives as follows:

(a) Role Of Groups In The Communities

Apart from Anchuna Community Development Association which is no longer active as a group, all the other groups are said to be performing the role of enhancing rapid development of the communities. The groups are also said to create unity among indigenes as they hold meetings together and work in unison for the development of their areas.

(b) Trainees' Role In The Groups And The Communities

80% of the total number of trainees are still very effective as group facilitators; they initiate development projects while they also mobilize people towards implementing such projects. In two of the groups (Garin Jere Community Development Association (C.D.A.) and Ochakui C.D.A.) the roles of the trainees are so tremendous that the community indigenes influence them to be elected councilors in the last local government election.

(c) Effect Of NIRADO's Program In the Communities

The effect of NIRADO's program varies from one community to the other, however, all the effects revealed in the evaluation will be summarized as follows:

- 25% of the groups revealed that NIRADO's program has instilled in members the spirit of self-reliance and self sufficiency.

- 30% stated that the program has sensitized the people to contribute their meager resources to get what they need.

- 35% pointed out that a major impact of NIRADO program is the improvement in the attitude of people to communal work. Unlike before, it was revealed that a commendable level of participation and commitment is displayed towards village work.

- 10% revealed that the most significant impact of NIRADO's program is its making individuals feel belonging and important in their communities due to their optimum participation at every stage of the development process of their areas.

MAJOR PROBLEMS ENCOUNTERED BY GROUPS

The village groups pointed out some major problems encountered in their individual villages in the bid to attain optimum development in their various communities. These problems are as follows:

(1) **Limited Fund**

Most of the groups pointed out that as a result of limited fund, they have not been able to execute some of the planned projects. Although, 60% of the groups put some measures in place to overcome the constraints, these measures are levy and launching, yet the generated fund is not sufficient.

(2) **Poor Transportation Network**

The problem of poor transportation system is very rampant among the villages; in some villages the roads are not motorable while in some villages there are no vehicles to transport people and their farm produce out of the villages.

(3) **Problem of Unclean Water**

Most of the villages expressed that there is problem of unclean water; according to them, this problem has resulted in poor health condition of indigenes.

(4) **Lack of Modern Agricultural Input**

In most of the groups the farmers have no access to modern agricultural input and this results in poor farm produce.

(5) **Inadequate Supply of Fertilizers**

Since most of the group members are farmers, they need fertilizers to boost their harvest. However, the supply of fertilizers from government is inadequate.

5.41

TABLE: 3
PROGRAM LOCATION : KADUNA STATE
YEAR OF PROGRAM: 1992

BACKGROUND INFORMATION

NAME OF GROUP	FARMAN C.D.A	GARIN JERE C.D.A.	TEA GWUYAK C.D.A	FADAN TACHIRA C.D.A.	ANGWA-RIMI C.D.A	OCHAKU C.D.A
VILLAGE	Farman	Garin Jere	Kukum Gida	Tachira	Angwa-Rimi	Shadalafiya
Year Group Formed	1952	1974	Early 80s	1988	1977	1985
Membership strength	40	1500	350	75	31	1055
Village Population	12000	40000	20000	500		2567
L.G.A.	Zango Kataf	Kagarko	Kaura	Kaura	Kachia	Kagarko
Sex: Female	8	400	150	35	5	76
Male	32	1100	200	40	26	974
Marital Status: Married	24	1200	-	74	28	1000
Unmarried	16	300	-	1	3	55
Age Range: 18-25	17	500	140	25	5	257
26-45	23	700	210	30	15	160
46 & above	-	300	-	20	11	638
Education: Literate	38	300	-	50	29	800
Illiterate	2	1200	-	25	2	255
No. in planning Active session:- Present at Evaluation	22 out of 25 9 present	All the 25 18	All the 15 9	- 7 present	2 4	All 6
Participation in other training.	None	The trainee has had	None	None	None	None
Major Occupation	Farming (Rice, Cocoyam, and ginger)	Farming and cattle rearing	Farming	Farming	Farming	Farming
Other sources of Income.	Livestocks, Trading and craftsmanship	Trading	Palmwine tapping, masonry and basket weaving	pottery and local brewery	Palmwine tapping and masonry	Trading
Salary Earners	None	10	None	seven salary earners	6 salary earners Note/The old group is dead while a new group began in 1997	50

TABLE: 3.1 GROUP ACTIVITIES

Activities/Projects Executed before NIRADO'S program in 1996.	Roads construction 15 Local Wells Primary School Leprosy Clinic	Road construction Community farm Town Hall Environmental sanitation exercise	Community Hall Cables purchased for electrification Local Bridges Community farm	culverts and bridges construction	Primary School Road construction Dispensary (No longer functioning	Health Centre Roads Group farm Adult literacy program Sanitation
Activities/Projects After NIRADO's Program.	Six wells Health Clinic with toilets and wells Staff Quarters (Clinic & School) Secondary School building (6 class-rooms 3 Churches	Electricity (on going) Community Bank Police Station Spring water Motor park Area Court Islamic School Secondary School Community Farm Adult Literacy Program	Bridges A Clinic Culverts Young Farmers club formed. Electric poles erected	Hospital building (uncompleted) Pottery house Adult Literacy Railway crossing levelled	2 Public Toilets (only one is functioning) Road rehabilitation	Secondary School (uncompleted) Bridges 1 monopump 1 Well laundry
Mode of implementation of projects.	Communal efforts	Communal efforts	Communal labour	Communal efforts	Communal labour	Communal labour
Sources of Funding	Levy Contribution from members launching	Levy Contribution Government assistance	Levy Donations from indigenes Contribution	Levy Organised labour Taxation	Tax and Contribution	Tax and contribution
Visions/Actions formulated during planning session	Hospital, more class-rooms, clean water Modern market Roads Police Station Health centre Adult literacy program.	Drainage clean water Electricity Tarred Roads Black-smith industry Adult literacy program.	Clinic Bridges Roads culverts Community Hall Loan from Government Registration of the CDA	Mono Pump 4 Water Wells Market Good roads Market Railway crossing levelling Adult literacy River Benue Bridge Modern Houses		Secondary School Bridges Roads Electricity Pipe borne water Market Town Hall
Visions/Actions Accomplished (so far) till date	Clean water Police Station Good Roads Health Centre	Adult Education program Electricity (on going) Spring water	Bridges Roads and culverts rehabilitated Clinic	Monopump 4 Water Wells Railway crossing levelling Adult literacy	Public Toilets Road rehabilitation	Secondary School (on going) Bridges Roads

Other activities carried out.	Staff Quarters for the personnel in the health centre.	Motor parks Community bank Islamic School Police Station Area Court	None	None	None	
Reasons for unexecuted project	No expertise for dam construction Inadequate fund No support from Govern-Government for electrification project	Limited resources Poor Government assistance	No external support towards the execution of the project.	No external support Local Government refused to approve market site. Financial problem of members	Uncooperative attitude of members. The group facilitator is no longer in the village.	Shortage of fund.
Five major problems	Bad Roads Lack of tap water Shortage of fund Inadequate health care system Shortage of classrooms in Secondary School Lack of modern Agricul-tural equipment.	Bad major roads. No Electricity yet. No Tap Water. No modern market No small scale industry.	Inadequate finance High cost of project materials. Lack of expertise on projects. Poor transportation. Inadequate supply of fertilisers.	Bad roads. No electricity. No Local market. No good water. No clinic in the community.	Bad roads. Inadequate water supply. Poor Health system. Lack of modern farm equipment. Shortage of classrooms in the primary school.	Bad roads. Lack of Electricity. Lack of market. Inavailability of Fertilisers. Lack of Secondary Schools.
The Most critical problems	Bad roads (caused by seasonal erosions)	Lack of clean water.	Inadequate supply of Fertilisers. Unaffordable cost of Fertilisers	Bad roads	Inadequate water supply (drinking)	Bad roads

TABLE: 3.2 GROUP ORGANISATION

	Farman CDA	**Garin Jere CDA**	**Tea-Gwuyak CDA**	**Fadan Tachira CDA**	**Angwa Rimi CDA**	**Ochakui CDA**
Group Norms/ Constitution Rules & Regulations	Unwritten Constitution (Rules and Regulations)	Written Constitution	Written Constitution and bye laws.	Written constitution	–	Written constitution
Mode of choosing Leaders	Democratic elections every three years.	Elections for Executive posts every year.	Election when need arises.	Elections of officials every three years.	–	Elections every three years.
Internal structure of the group.	6-man Executive and village Chiefs as advisers.	11-man Executive Council	6-man Executive Council.	5-man Executive Council.	–	4-man Executive Council.

Decision making process	The congress makes decisions which are passed to the Exco for implementation.	Decisions are made by 2/3 majority of the Exco for the Congress to approve or otherwise.	The Executive Council in conjunction with the general congress.	Decisions are made at General meetings and are then passed to the Executive for implementation.	–	Decisions are made by Generality of members in consultation with the chief who has the final authority.
New members and Registration fee	Open to all indigenes free of charge.	Open to all indigenes with =N=5 registration fee.	Open to all indigenes	Open to all indigenes free of charge.	–	Every 18-year old indigene can register free of charge.
Frequency of meetings.	Executive meet twice a month.	Executive meet once a month and Congress twice a year.	Mostly twice a month	-		Once a month besides emergency meetings
Attendance of meetings.	Average attendance at every meeting.	High turn out.	About 60% turn out.	Average attendance at every meeting.	–	Very regular as there is heavy fine for absenteeism
Contribution and membership fee	Members are levied for particular projects.	Monthly due of =N=10 by each member.	Contributions are made for specific projects.	None.	–	Special levies for specific projects in the community
Fluctuation of Members.	Not quite except for members who are students.	Yes.	None.	None.	–	None.
Reasons for Drop Out.	Some members have gone out of the village for higher education.	Gone out of the village for "green pasture". Some expelled for various offences.	None.	None.	–	None.
Conflict Resolution System.	Conflicts are resolved by the Executive Council and the chiefs.	A disciplinary committee is in place to resolve conflicts	Conflicts settled by the Executive and the Chief.	Conflicts are settled by the Executive Council	–	Conflicts are settled by the Chairman and the village head.
Income Generating projects	None for now.	Community farm. Motor park.	Toll Collection on Roads on market days Communal labour.	Organised communal labour.	–	Community farm.
Amount of Money Generated	None.	N300,000 generated so far this year	About N2000 on each communal labour day.	N46,000 so far this year.	–	N15,000 generated last year.
How the Generated Money is spent.	None.	Saved in the Bank for interest rate. Spent for projects execution.	Spent on projects execution.	Some spent for projects.	–	Used to buy cement for our Bridge project.

TABLE: 3.3 EXTERNAL CONTACT

NAME OF GROUP	EXISTENCE OF OTHER GROUPS IN THE VILLAGE	RELATIONSHIP WITH OTHER GROUPS	EXTERNAL SUPPORT FROM OTHER AGENCY
Farman C.D.A.	Yes, there are many other groups	We work together on the single goal of developing the village	None so far
Garin Jere C.D.A	None	None	monetary and material assistance from State Government towards the Clinic and the Police Station Personnel posted by Local Government.
Tea Gwuyak C.D.A.	Only one group called Drog Youg is prominent, others are not popular	All other groups are bound by the rules of the Tea Gwuyak C.D.A. and we all work together for the development of the village	None so far.
Fadan Tachira C.D.A	There are other smaller groups attached to C.D.A	These groups are always involved in the planning and im[lementation of development projects.	Local Government constructed a mono-pump and also dug three water Wells in the village.
Angwa Rimi (Anchuna)C.D.A.	None	None	None
Ochakui C.D.A	There are other subgroups under the C.D.A but there is no other autonomous group besides the C.D.A	There is a substantial level of co-ordination of activities of these sub-groups and the C.D.A	Local Government constructed a mono-pump for the village.

TABLE: 3.4 IMPACT ASSESSMENT

GROUP NAME	GROUP'S SPECIFIC ROLE IN THE COMMUNITY	FACILITATOR'S ROLE IN THE GROUP	FACILITATOR'S EXPECTED ROLE	SUITABILITY OF NIRADO PROGRAM OR OTHER-WISE	WHERE NIRADO HAS HELPED MOST	HOW THE PROGRAM MEETS THE NEED OF THE WOMEN
Farman C.D.A	As a group that plans and works hard for the development of the community	He is a development motivator; planner and executor of development projects.	He is very active as a project Co-ordinator.	The program, has installed in members, the spirit of self reliance & self suffic-iency	In unifying the whole community to contribute resources for a com-mon goal of develop-ment.	Women now participa-te in every segment of development process unlike before
Garin Jere C.D.A.	As a group primaily formed to enhance quick development of the community	He is a facilitator of the group and has just been elected councillor because of his role in group	He performs his role very well and that has won him people's confidence to elect him councillor	Quite suitable as the people now display high level of participation and commit-ment to village work	In awakening us to our duties to develop our village by ourselves through self help	No female member present.

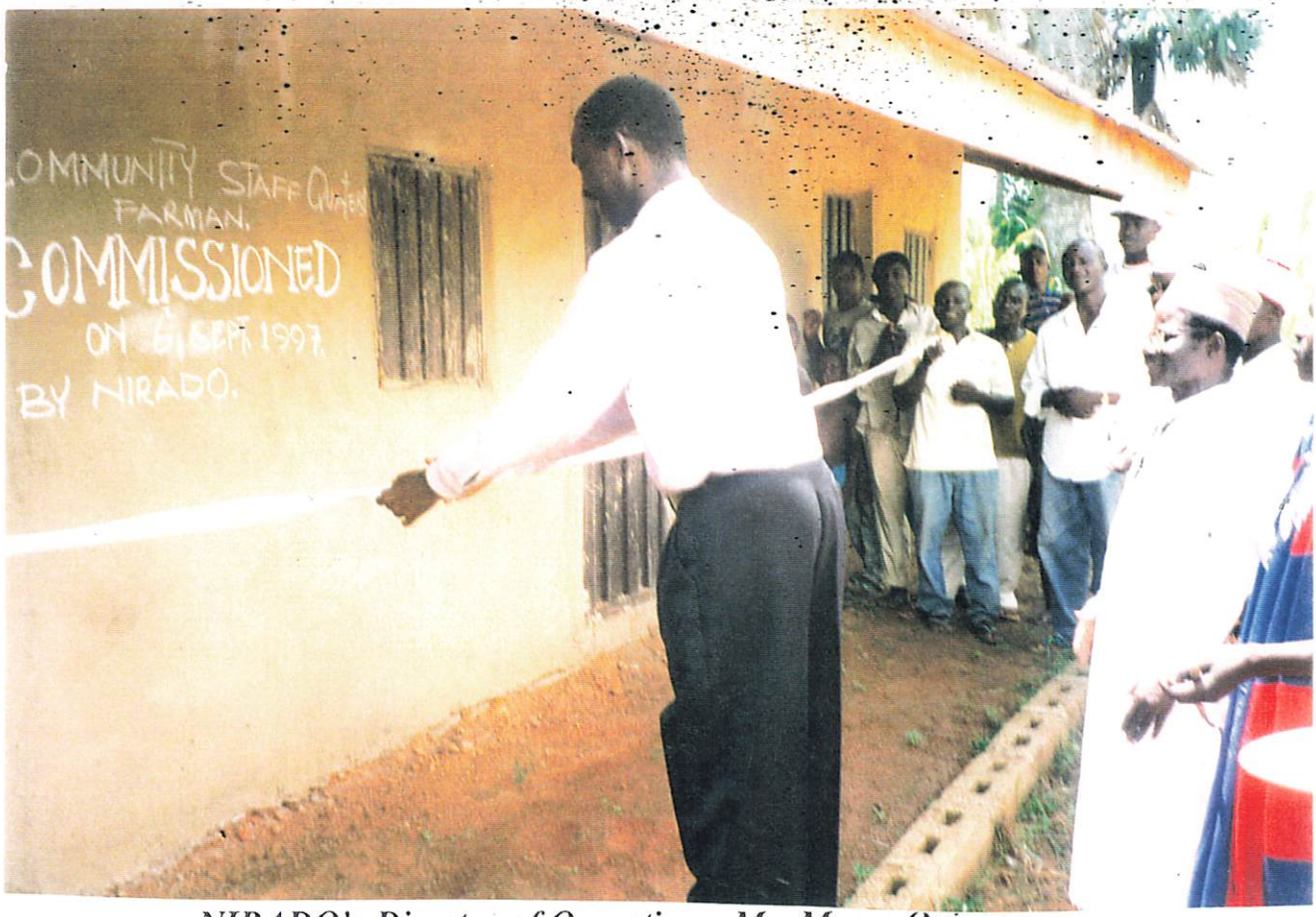
Tea Gwuyak C..D.A	A gathering of all indigenes concerned with the development of the village	Active participant in project execution. Counsellor of the people on development issue.	He is active in bringing people together for work.	Now we have embarked on some projects through self-help after NIRADO program.	In making people work together for development without relying on Government any longer.	The women are also benefiting from all the development projects in the village.
Fadan Tachira C.D.A.	A group of people that work together to engender village development through self-help.	He is a motivator of people towards development efforts.	He is an active group facilitator.	The program has sensitised the people to use their resources to get what they need.	In creating awareness among people on the need to be self reliance.	The women are fully in all facets of the development process.
(Angwa Rimi) Anchuna C.D.A.	-	-	-	-	-	-
OCHAKUI C.D.A. Shadalafiya	A group that brings people together to plan and work for the development of the village.	The Former facilitator (who is now out of the village for better job) used to be very good	The new facilitator is also trying but not very satisfactory for lack of skills.	The program has made people participate in development work better than before.	In making people plan for development with participatory approach, thus, has been a successful effort.	The women participate in development work and they also benefit from the projects.

TABLE: 3.5 SUSTAINABILITY

NAMES OF GROUP	AWARENESS OF PROGRAM BY NEW MEMBERS	UTILIZATION OF PARTICIPATOTY APPROACH	HOW THE APPROACH IS UTILIZED BY THE GROUP
Farman C.DA.	Yes, they are aware.	Yes, the approach is utilised	In planning and execution of projects, everybody is involved. Participatory approach has been a great asset in holding meeting.
Garin Jere C.D.A.	Yes, they are well informed of the program by old members	Yes.	In all the activities embarked upon as a development association.
Tea Gwuyak C.D.A	Yes, they are aware of the program	Yes	For all projects, there is high level of participation at every segment - planning, levying and execution.
Fadan Tachira	Yes.	Yes.	In planning for development project.
Angwa Rimi C.D.A.	-	-	-
Ochakui C.D.A	Yes, they are all aware except one woman member who just got married to the village chief three months ago	Yes	All projects are preceded by thorough planning, and implementation involves everybody

TABLE: 3.6 GENERAL COMMENTS

GROUP NAME	WHAT NIRADO SHOULD INCLUDE IN THE PROGRAM	COMMENTS ABOUT NIRADO'S CONTACT WITH GROUP THROUGH THE GOVERNMENT	OTHER RELEVANT COMMENTS
Farman C.D.A.	Monetary assistance to active groups. Link groups with donor agencies	NIRADO should continue to contact groups through the government as usual	NIRADO should pay more regular visits to groups to monitor groups activities effectively
Garin Jere C.D.A	Training two facilitators in each group instead of one Opening regional zones across the country	It is desirable and seems the only link with the villages	NIRADO should pay more constant visit to groups. NIRADO to do another planning session with the group
Tea Gwuyak C.D.A	Material assistance to groups. Vocational training to be included for youths	NIRADO should stop going through the government to avoid manipulation by government officials	NIRADO should contact the groups directly through the village chiefs.
Fadan Tachira	Training two facilitators in each group instead of one. Monetary assistance to groups NIRADO should pay more regular visits to groups	it is good; there are no misgivings about it.	NIRADO should send report of meetings to groups more regularly and should link groups with donor agencies.
Angwa Rimi (Ancuna) C.D.A.	-	-	-
Ochakw C.D.A	Technical and material support is requested for development projects. Groups to be linked with government or donor agency for assistance	It is advisable; there is no better option	-



NIRADO's Director of Operations, Mr. Moses Ogianyo commissioning the Community Staff Quarters built by Farman Community Development Association, Kaduna State.

The MISEREOR Consultant, Mr. Knud W. Dunkhorst inspecting a Community Farm in Fadan Tachira, Kaduna State.

5.43 MINUTES OF FACILITATORS' MEETING WITH GROUPS IN KADUNA STATE HELD ON 9TH NOVEMBER, 1997

The evaluation team held a meeting with a group of facilitators in Kaduna. This meeting was aimed at clarifying some of the issues that came up during the meeting between the evaluation team and the selected six groups in the state.

At the meeting the following recommendations were made after thorough discussions:

(i) That the methods are difficult to utilize systematically in the rural setting where all group members are illiterates, therefore, the trainees require further training to be able to break through and adapt the methods for a quick understanding.

(ii) The trainee should be given some material assistance by NIRADO to be able to apply the methods for group planning.

(iii) Having two trainees in a group will be in the interest of the people as each will complement the other. Moreso, when one trainee goes out of the village, the other continues with the group.

(iv) A regional office should be opened by NIRADO, especially in the North so that group activities can be easily coordinated from a close range rather than from Lagos.

(v) There is a strong need for NIRADO to consider the possibility of linking groups with donor agencies so that the problem of shortage of fund will be minimized.

(vi) NIRADO should extend this program to other parts of the country to instill the spirit of self-reliance among the populace.

(vii) Some of the active trainees could be used to extend NIRADO services to neighbouring villages if incentives will be provided by NIRADO to the trainees.

ANALYSIS AND INTERPRETATION OF DATA OF GROUPS IN IMO STATE

5.5 BACKGROUND INFORMATION

In 1994, NIRADO worked with 19 village based groups in Okigwe Local Government Area of Imo state. This Local Government was split into two in 1996 - Onuimo and Okigwe L.G.As. The 19 groups are spread into these two areas. The program with these groups was conducted by NIRADO staff and Two external resource persons from Kenya and Zambia I.C.A. The program was limited to a manageable geographical area to curb the usual logistic problems associated with large geographical coverage and also to enhance program efficiency. The whole of the area are inhabited by the Ibo speaking tribe and their major occupation is farming.

The phase I of the Evaluation was carried out in April 1997 while the second phase was conducted in September, 1997. During the phase 1, 17 out of the 19 groups were visited, out of which 6 groups were selected for the phase II.

The six (6) groups comprised of 4 mixed groups and two (2) women groups (see table 4). The four mixed groups are indigenous, and every indigene is an automatic member. All taxable persons are considered active member. He/she is a financial member. As for women groups, membership is voluntary. All the groups existed at least 4 years before the NIRADO program except OFEAHIA women group that was formed in 1993. There are no exact population figure of the villages, but it ranges from 300 - 5,000. Two-third of the population are female and about 15% of the Executive officers in the mixed groups are females while about 85% are males. In all the groups, the Executive Officers are literate and about 60% of the village population are also literate. Majority of the people that participated in the planning session in 1994 are still working with the group.

Apart from farming, the other sources of income of the people are palm oil processing, petty trading, fishing and stone quarry. The employment situation in the villages is generally very poor. Only about 2% of the population are salary earners and are mostly teachers. It will be noted here that majority of this 2% salary earners are women. In OZARA Women Rural Development,

about 15 out of the 180 members are salary earners and in OFEAHIA women group, 3 out of the 24 members are teachers.

GROUP ACTIVITIES

The Evaluation clearly showed that the groups were carrying out development projects on their own before NIRADO intervention, although, the women groups did not embarked on any structural project before the NIRADO program. NIRADO intervention was able to awaken the group more to their potentials. The various activities could be categorised as follows:

Education

Education of the people had been an issue of concern in these areas before the NIRADO program. Through Community effort, primary and secondary schools were built. About 50% of the total group embarked on Education projects before and after the NIRADO program. The Umuowa-Ibu United Front built a Secondary Technical School before NIRADO programme and with the intervention of NIRADO, efforts were intensified in ensuring proper education of the youths. The group engaged more staff (Teachers), opened up scholarship scheme for all year one students of the school, renovated the school and also built additional 3 classroom block in the primary school. More than 57% of the total projects carried out by umuowa-Ibu were on education. This goes to show the level of importance they attached to education. The Isiokwe Development Union embarked on adult education program as a result of the NIRADO program to address the problem of illiteracy of the Adults, while other groups in one way or the other were engaged in educational activities on or before NIRADO program.

Health/Sanitation

Healthy living is a matter of necessity to these groups. Before NIRADO program, the people had been addressing the issue of good health. The evaluation revealed that about 50% of the groups had projects on health before NIRADO program and about 20% of the total projects executed by the groups after the program were on health. The Umuawa-Ogii Development Union for example had embarked on health centre project before NIRADO program, which was later abandoned. But with the intervention of NIRADO, the project was reactivated and the maternity section is now in use.

Through the effort of Umuawa-Ibu United Front on health projects, World Bank offered assistance for the completion of their health centre. Moreso, regular clearing of the entire village, market squares and maternity centre were carried out by the OFEAHIA Women group. All these were to ensure healthy living environment.

Social Projects

The projects like electricity, town hall and others are classified under this section for the purpose of this report. It was generally observed that most of the groups efforts before NIRADO program were not much geared towards this sector. Only about 33% of the groups had projects on this area. The intervention of the program created more awareness in this area and many groups, as much as 50% of the groups embraced it. The Isiokwe Development Union for example started a Community hall while others like Umuajia Village Union and Umuowa-Ibu United Front started electricity projects. The Umuowa-Ibu, before this Evaluation had bought about 52 electric poles.

Transportation

Road Communication in these villages had been very terrible and the communities on their own had been regularly maintaining the roads. They embarked on building of Culverts, Bridges, and opening new roads. With the intervention of NIRADO, they were encouraged the more to increase their efforts since they are the people living in the area and not the Government.

Income Generating Ventures

Before the NIRADO program all income generation efforts of the groups towards the executed projects were all based on levy and contribution. The introduction of NIRADO program raised their awareness on the need for income generating activity. Based on this, one of the women groups, OZARA Women Rural Development started rental services venture to generate money. They bought spoons and plates to be hired for occasions. They are also in the process of acquiring a cassava processing engine from IFAD. Some of the groups have also embarked on group farming to generate income. Markets have been built and the old ones are being renovated.

MODE OF IMPLEMENTATION

All the projects were carried out through communal effort, either inform of direct labour, levy and contribution to buy materials and hire technical workers. Although some groups received some kinds of assistance from Government and other Agencies, the groups efforts on the projects (monetary and labour) could be put at about 90% of the total cost of the projects.

However, the groups performance in relation to planned projects were not quite encouraging. Comparatively, none of the groups was able to execute more than 20% of the total planned projects. And this poor performance were generally attributed to financial constraints by the groups.

SOURCES OF FUND

As stated above, the groups paid about 90% of the total cost of the projects carried out. The major source of income of the group members is farming. However, the farming activities are on a subsistence level, the members levied themselves to raise money for these projects. In some occasions, they organised fund raising launching where sons and daughters living at home and abroad were invited to contribute. On very few occasions, some groups received material or monetary assistance from Government and other Agencies.

GROUP ORGANISATION

Among the six (6) groups only one has a written constitution, others operate with rules and regulations. All the groups have structured Administrative system, although it varied from one group to the other. The leadership structure in the groups ranges from 6 to 10 Executive Officers. The leaders are chosen by election and tenure of office is between 2 and 3 years in all the groups (See Table 4.2).

DECISION MAKING AND CONFLICT RESOLUTION SYSTEM

The process of taking decisions is almost the same in all the groups. Over 66% of the groups decisions are based on consensus in the general assembly. However, in some cases the Executive members can take decisions and pass it to the general house for approval.

It was also said that in the case of emergency, the Executive members has the authority to take decisions and act immediately. In most of the groups, conflict resolution procedures are embedded in their rules and regulations. Moreover, problems are resolved using the council of elders, and the Executive members. In some groups, disciplinary committees are in place to handle any problem and take appropriate actions. Imposition of fine on defaulters is a measure that is place in all the groups to curb conflicts and regulate behaviour of members.

MEMBERSHIP AND MEETING ATTENDANCE

Membership in most of the groups are automatic for indigenes, without membership fee. All taxable adults at home and abroad are registered members. Only one of the women groups accept membership registration fee.

The groups hold meetings from time to time. The executive members meetings are more regular than the general assembly meetings. The general assembly meetings are usually once a year while meetings are held occasionally when the need arises. The general meeting attendance for the groups that involve the whole community is between 6% and 20% of the total population, while the groups like the women groups where membership strength are not more than 100, meeting attendance is as high as 70% (See Table 4.2). This indicates that the larger the groups' population the less the turn-out of members for meetings.

INCOME GENERATION PROGRAMMES

It was discovered from this Evaluation that none of the groups had any regular income generating activity apart from organising group farms. The income generated from this activity ranges from N1,000 to N22,000. Quantitatively, the amount generated is less than 10% of the cost of projects carried out. One of the women groups, Ozara Women Rural Development has started a rental services to generate money. Some other groups are also in the process of organising a regular income generating activities.

EXTERNAL CONTACT

The groups have good working relationships with others existing in the communities. Apart form NIRADO, some other organisation like IFAD and World Bank had also rendered assistance to the groups.

The Umuowa -Ibu United Front, got World Bank assistance to complete their Health Centre while IFAD is offering cassava Processing Machine as a loan to Ozara Women Rural Development. Half of the groups (about 50%) received monetary or material supports from external sources.

IMPACT ASSESSMENT

The programme was assessed in the following 3 categories.

Role of Group in the Community

All the groups perform one or more specific roles in their various communities. Amongst these roles, is the overall development of the areas. Both the mixed groups and the women groups efforts were all geared towards improving the living standard of the people.

In addition to the above role, the women groups work also for the upliftment of their members. Moreso, all the groups fosters peace and unity in the community in addition to carrying out road maintenance, good sanitation in the market and health centre.

Trainees Role in the Group/Community

The trained facilitators occupy various position in the groups and they facilitate the groups various activities. Some of the facilitators are Secretaries or Presidents of their groups. They assist in policy formulation and help the groups to raise money for the execution of projects. However, some of the trainees are not very active. The inactiveness of these trainees is also affecting the groups performance. For example the OFEAHIA WOMEN group's non-performance is been attributed to the trainees' inability to activate the group. This goes to show the extent of understanding the facilitator had and what she has been doing with the group.

As earlier stated, some of the facilitators are hard working, co-ordinating the groups activities and disseminating relevant information. This active role of these trainees had necessitated their subsequent nomination to attend other training programmes on behalf of the entire village.

Effects of NIRADO Program in the Community

The programme had been judged adequate by all the groups, although some showed reservation for not receiving financial assistance from NIRADO. The program according to the groups has enhanced development awareness, especially on self-help in the community. It has gingered the spirit of team work and togetherness within the group. It has inspired and strengthened the group members to the need of helping themselves. For example in Umuowa-Ibu United Front and Umuowa-Ogii Development Union, NIRADO program has been unanimously declared the main factor behind their huge success. For this reason, these groups have been requesting that NIRADO should come back for similar program and should be paying them regular visits (See Table 4.4).

MAJOR PROBLEMS ENCOUNTERED BY THE GROUPS

The groups generally identified the following problems;

(1) Limited funds

(2) Scare farm inputs like fertilisers

(3) Inaccessible roads

(4) Inadequate health care facilities

(5) No electricity in the villages

(6) High level of illiteracy

(7) Poor sources of water - No portable water

(8) Poor market structure and fluctuation of prices of farm produce

(9) No major processing industries in the villages.

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TABLE: 4
IMO STATE GROUPS: PROGRAM YEAR 1994.
BACKGROUND INFORMATION.

	UMUAWA-OGII DEV. UNION	UMUOWA-IBU UNITED FRONT	OZARA WOMEN RURAL DEV.	ISIOKWE DEV. UNION	UMUAJIA VILLAGE UNION	OFEAHIA WOMEN GROUP
Village	Ogii Mbato	Umuowa-Ibu	Ozara, Ihube	Isiokwe	Umuajia	Ofeahia
Year Group Formed	1981	1976	1987	Age long	1950	1993
Membership Strength	5,000	All Indigenes	180	About 5,000 from 9 village settlements	Over 300	24
Village Population/House Hold	8 kindreds (5,000)	About 12,000	1200/526	About 480 households	Over 600	About 10,000
State	Imo	Imo	Imo	Imo	Imo	Imo
Local Govet. Area	Okigwe	Okigwe	Okigwe	Okigwe	Okigwe	Onuimo
Sex: Male	2,000	12, Exco	-	Exco all male	200+	
Female	3,000	2, Exco	All women	-	100+	All Female
Marital Status: Married	-	All married (Exco)	All married	Exco all married	200 (about)	All married
Unmarried	-	-	-	-	-	-
Age Range: 18 - 25	-	All taxable adults	-	-	18 yrs above are	-
26 - 45			120	-	eligible members	10
46 above	-		60	-		14
Education: Literate	3,500 (about)	60% adults	About 50	All Exco	-	14
Illiterate	1,500	-	130	-	-	10
No. in Planning Session: Still Active	24	37	24	13	23	24
Present at Evaluation	16	12	7	7	5	24
Participation in other training	-	Health training (EPI)	Yes, 2 Persons attended	State Govt. training on rural Dev.	-	-
Major occupation	Farming	Farming	Farming	Farming	Farming	Farming
Other sources of income	Palm oil proces-sing	-Palm oil process-ing -Petty trading	-Petty trading -Store quarry	-Petty trading -Fishing -Palm produce	-Petty trading -Palm produce -Pensioners.	-Teachers -Traders.
Salary earners	About 15	About 500	About 15	About 20	About 30	3 Teachers.

TABLE: 4.1 GROUP ACTIVITIES

	UMUAWA-OGII DEV. UNION	UMUOWA-IBU UNITED FRONT	OZARA WOMEN RURAL DEV.	ISIOKWE DEV. UNION	UMUAJIA VILLAGE UNION	OFEAHIA WOMEN GROUP
Activities/Projects before NIRADO Programme	-Health Centre -Market -Primary Sch. -Electricity -Road construction	-Secondary Tech. School -Health Centre -Road maintenance (Bridge construction) -Market	-Cassava farming	-Road construction -Primary School -Market	-Road construction and maintenance -Erection of electric poles	-Clearing market square, Maternity & stream
Activities after NIRADO	-Health Centre completion	-Kitchen block in the health centre -Renovation of Secondary Sch. block -Employed youth corpers -52 electric poles purchased. -Scholarship -3 classroom in Pry Sch. -Cassava planta tion.	-Gari processing machine building -Rental services (Plates & spoons)	-Town hall -Temporary health centre -Adult Education programme	-Bought electric cables	-Farming cassava
Mode of implementation	-Communal effort	-Direct labour -Communal effort	-Self help -Communal labour	-Mannual effort -Hired labour	-Hired labour -Communal labour	-Group effort
Sources of funding	-Levy -Received =N25, 000 from LGA	-Levy -Donation	-Levy -Monthly dues	-Levy -Contribution -Govt. assistance	-Levy	-
Vision/Actions formulated	-Good Road -Electricity -Health centre -Food in abundance -Pipe borne water	-Secondary Sch. -Electricity -Health centre -Bridge -good market -Oil mills	-Health centre -Pipe borne water -Palm oil plantation -Large farm -Oil processing	-Town Hall -Imo Bridge -modern market -Tarred road -Adult Education -Secondary Sch.	-Nursery School -Primary chool -Tarred roads -Modern market -Pipe borne water -Electricity	-Soap making -Pomade making -Farming -Tie & dye -Garri processing industry
	-Poultry industry -Modern market	-Mechanised farming.	industry -Food processing	-Health centre -Civic centre	-Civic centre -Soap factory	-Marketing -Rice mill

	-Garri industry -College		industry -Good Education	-Pipe borne water -Fish pond	-Fish pond -Health centre -Cassava processing	-Health centre -Electricity -Oil processing
Vision/Actions accomplished	-Health centre almost completed -Farming though not mechanised	-Road mainten ance -Health centre -Electric poles	-Cassava farming -Garri processing industry -Organised launc-hing and realised over =N=27,000.	-Town hall -Adult Education	-Road maintenance -Partly electricity project	-Farming
Other Activities carried out	-	-3 classrooms in the Primary school	-	-	-	-Group initiated nursery School which was accom-plished with others
Reasons for unexceuted projects	-No finance	-Finance	-Lack of finance	-No finance	Financial Constraints	No funds.
Five major problems	-Money to comp-lete health centre -No electricity -Poor maintenance of roads -Farm inputs (fert-ilizer, implements -market expansion	-Low source of capital -No good roads- -No major proce-ssing industry -Fluctuation of prices of products -No good market	-Finance -Bad road -No palm oil processing mill -Health centre -Electricity.	-No good road -No medical treatment -No portable water -No electricity	-Lack of money (high poverty level) -High level of illlteracy -Bad road -No electricity -No health services.	-No money -No fertilizer -Inaccessible road -No electricity -No health care facilities.
Most critical problem	Health centre	-Bad road	-Finance.Limited source of income due to no big income generating jobs	-Bad road	-High poverty level	-No finance

TABLE: 4.2 GROUP ORGANISATION

	UMUAWA-OGII DEV. UNION	UMUOWA-IBU UNITED FRONT	OZARA WOMEN RURAL DEV.	ISIOKWE DEV. UNION	UMUAJIA VILLAGI UNION	OFEAHIA WOMEN GROUP
Group norm, constitution, rules and regulations	Rules & Regulat-ions	Written constitu-tions	Written constitu-tion but not circul-ated.	Have Rules & Regulat-ions	Rules & Regulations	Rules & Regulat-ions
Mode of choosing leader	By election	Election every 2 years	Election every 3 years	Election every 2 years	Election every 3 yrs.	Election every 3 years.
Internal structure	6 -man Exco	10-man Exco	7-man Exco	8-man Exco	7-man Exco	6-man Exco
Decision making process	consensus	General agreement	Exco to general body for approval	General assembly to the Exco	Majority vote	Consensus agree-ment during meet-tings
New members/Registration fee	Indigenes are aut-omatic members	No fees	=N5.00 feee	-	-	No new members
Frequency of meeting	When need arises	Exco once a month	Monthly	General Assembly yearly	When need arises (Exco regular)	Monthly
Meeting attendance	200 - 300	Over 300	80 at the average	-	High attendance	15 - 20
Contribution/membership fee	-	Levy	=N5.00 monthly	Levy when have project	-	Monthly dues
Fluctuation of Group members	-	-	2 left	-	-	-
Reasons for drop-out	-	-	They cannot cope with the monthly due	-	No incentive syndr-ome made people to leave group	-
Conflict Resolution System	-General assembly -Use of Adhoc committee	-Council of elders -Executives	-General body -Imposition of fine	-By council of elders	-Exco and general assembly.	-Imposed fine helps to regulate members.
Income generating Activity	-	-Group farming	*Cassava farm *Rental services (spoons & plates)	-	-Common harvesting of palm fruit for community purse	-
How much generated	-	"=N22,000.00	=N1,000.00	-	-	-
How the money is spent	-	-To fund projects		-	-	-

TABLE: 4.3 EXTERNAL CONTACT

	Any other groups existing in the community	Relationship with other groups	Other kinds of external support.
Umuawa-ogii Development Union	Yes.	Cordial. They are all members of the Union	-
Umuowa-Ibu United Front	Yes.	Cordial. Work together.	2 persons participated in a training on EPI World bank assistance on the hospital
Ozara Women Rural Development	Yes. Men's Group and youth group	Work together for the development of the village.	IFAD Garri processing machine - loan.
Isiokwe Development Union	2 other organisation	work together for the common goal of developing the village	-
Umuajia Village Union	Women wing	Cordial	Local government built a culvet
Ofeahia Women Group	cooperative group	Don't work together though some members belong to the cooperative	Advice from the Councillor in the local government.

TABLE: 4.4 IMPACT ASSESSMENT

	Any specific Role in Community	Facilitators Role	Does facilitator perform expected Role	How suitable is the program	Where most helpful	Are needs of women being met
Umuawa-Ogii Development Union	Championing Development	Secretary	Yes, Hardworking and extends his knowledge to people	Good	It gives inspiration, strength and add to what we had before	Yes. Completion of maternity section of health centre
Umuowa-Ibu United Front	Development of the town	Assists in policy formulation and how to raise funds	One of the bankers in the group	Very adequate	Self help projects	Yes.
Ozara Women Rural Development	Road and market maintenance	Preseident	Yes, she cordi-nates the group	-	Enhanced commun-ication and enlighten-ment	-
Isiokwe Development Union	Ensuring peace and development	Secretary General	Information dissemination	Adequate	Development awa-reness and how to tackle projects.	Yes
Umuajia Village Union	Development, peace and unity of the village	Active member	Information dissemination	Adequate	Awareness on self-help development	No woman present
Ofeahia Women Group	-Sanitation of market and health centre ever 2 months	-Organising and cordinating the group (Chairperson)	Making sure that members come together	Very suitable	-Raised the awaren-ess on generating funds	All are women

TABLE: 4.5 SUSTAINABILITY

	Are new members aware of the program	Use of the approach	What NIRADO should do differently	What should be included	Contact with groups through Government	Comments
Umuawa-Ogii Development Union	Yes	-Inproject carry out and involv-ment of group	-Assist in form project financing	-Continuous visitation /follow-up. -Branch offices	Good	-Let Govt. know of communities problems and suggest ways Government can help.
Umuowa-Ibu United Front	Yes	-Adhering to the facilitator's advice	-	-Visition yearly -More training program -Project financing -Publicise group -Make group's need known to the Govt.	Good	-
Ozara Women Rural Development	Yes	-	-	-Financial and material assistance -Regular visits -Introduce group to other organisations	Good	-
Isiokwe Development Union	Yes, workshop part-icipants briefed the members	-Planning how to do things	-Should add money to assist in carrying out projects. Contents okay.	-Transmit information to government	Good	-
Umuajia Village Union	Yes	-	Give aid	-Give aid to encourage groups -Constant visits	Its good	-
Ofeahia Women Group	No new member	-During discussions inthe meetings. -Talking turn to talk	-	-Organise seminar or workshops at state level -Assist groups -Regular visits	-	-

5.52

Umuowa-Ibu United Front Health Centre. This Health Centre was built by Members through self-help effort, although the World Bank assisted later.

Umuawa-Ogii Development Union and the Evaluation Team during project site-visits.

5.53 MINUTES OF FACILITATORS' MEETING IN IMO STATE, HELD ON SEPTEMBER 19TH 1997

As part of the evaluation exercise, a meeting was held with the facilitators of the groups in order to validate the information gathered from the groups, and also to give the facilitators an opportunity to share their individual opinions. The following are the highlights:

The training program is good and adequate for the facilitators. However, periodic refresher training should be organised. Moreso, the training program should be extended to all members of the groups to cover both the theoretical and practical aspects of the methods.

Training of more than one facilitator in one group should be encouraged.

The groups should be encouraged to ensure that trained facilitators are always given specific roles in every successive leadership. This will ensure program continuity.

The leaders of the groups should be given training on basic accounting to ensure probity.

The trainees are ready to extend the program to other groups if given the resources needed. However, none has attempted to perform this role on personal initiative.

IMPACT ASSESSMENT OF NIRADO PROGRAM

The evaluation assessed the impact of NIRADO's program at the local level and the assessment is as follows:

(a) Role of Groups in the Communities

All the groups are said to be playing the role of development motivator in their respective villages. The groups also develop initiatives; keep peace and order in the communities; enlighten members on the process of development.

(b) Trainees' Role in the Groups and the Communities

80% of the trainees are still with the groups and are very active; they mobilize people for development work and coordinate development activities. However, the trainee in Pai Youth Council has gone out of the village for study in a higher institution and this has adversely affected the activities of the group.

(c) Effect of NIRADO's Program in the Communities

- 40% of the groups have asserted that NIRADO's program has awakened people to realize and utilize their potentials.

- 35% pointed out that NIRADO's program has strengthened groups to plan and execute development projects through popular participation.

- 25% revealed that the program has brought about marvelous change in the people's attitude to communal work.

MAJOR PROBLEMS ENCOUNTERED BY GROUPS

The following are some of the major problems facing some of the village groups:

(1) **Shortage of Fund**: All the groups asserted that the problem of shortage of fund has prevented them from executing some of their projects. Even though some of these groups embark on income generating ventures, the money generated is not enough.

(2) **Inadequate Supply of Fertilizers**: As farming is the major occupation among the groups, due to inadequate supply of fertilizer, farm produce is not as bumper as before. According to these groups, they find it difficult to get supply of fertilizer from government even when they are ready to pay exorbitant prices. In Nigeria, the government is the sole manufacturer and distributor of fertilizer. This gives room for political maneuvering which does not favour many villages.

(3) **Bad Roads**: In most of the groups, the roads are not good enough for vehicles to ply and they find it difficult to get their farm produce out of the villages.

(4) **Lack of Electricity**: Some of the groups would have embarked on small scale industry in their communities but for lack of electricity.

(5) **Menace of Snakes**: This problem is peculiar to Shiwer Community Development Association. In the community there is an average of three hundred cases of snakes-bites every year and many community indigenes have died.

5.61

TABLE: 5

PROGRAM LOCATION: PANKSHIN LOCAL GOVERNMENT AREA OF PLATEAU STATE

YEAR OF PROGRAM: 1996

BACKGROUND INFORMATION

NAME OF GROUP	SHIWER	ASA CDA.	PAL YOUTH COUNCIL	KAPIL WOMEN IN HEALTH	ZAMPET WOMEN COOPERATIVE	TAKKAS CDA.
Village	Shiwer	Asa	Dokpai	Kapil	Garram	Takkas
Year group formed formed	1972	1973	1970's	1989	1987	1978
Membership strength	500	1000	150	120	30	2000
Village population	3000	1000	20000	2000	5000	7000
SEX: Male	280	600	80	120	30	1200
Female	220	400	70	-	-	800
Marital Status: Married	250	300	20	75	30	500
Unmarried	150	700	130	45	-	1500
Age Range: 18 - 25	280	500	100	45	-	500
26-45	190	300	50	60	18	1300
46 and above	30	200	-	15	12	200
Education: LITERATE	260	900	135	30	6	600
ILLITERATE	240	100	15	90	24	1400
No in Planning session:						
Active	All	All	All	Except 2 married	All	All
Present at evaluation	16	11	4	12	2	10
Participation in other training	None	None	None	2 members attended a work-shop on Health.	None	One Workshop on family planning
Major occupation	Farming	Farming	Farming	Farming	Farming	farming (maize, rice)
Other sources of income	Carving and Black-smithing	Trading and mining	None	Trading	Kniting and Trading	Tin Mining and trading
Salary Earners	23 Members	300	20	4	2	200

TABLE: 5.1 GROUP ACTIVITIES

	SHIWER CDA	ASA CDA	PAI YOUTH COUNCIL	KAPIL WOMEN IN HEALTH	ZAMPET WOMEN COOPERATIVE	TAKKAS CDA
Activities/Projects executed before NIRADO'S program in 1996	* Road construction * Dispensary and maternity Clinic * Two water wells * Primary and Secondary Schools * Medical equipment purchased	* Road construction * Maternity and Health Centre. * Primary and Secondary schools * Community farm * Adult literacy. * Six Churches	* Roads const-ruction * Water wells * Police Station * Regular sanitation exercise.	* Model Centre * Medicine store * Piggery * Group farm (soya beans) * Adult literacy * Launching.	* Group farm * Group vocational training * Adult literacy program	* Road and Bridges construction. * Primary School * Police Station * Court building * Maternity/Clinic * Staff Quarters for the Maternity.
Activities/projects after NIRADO'S program	* 2 Bridges * Purchase of Ref-ridgerator and generator for clinic *Road maintenance * Adult literacy * Culverts (on-going)	* Road maintenance * 4 Secondary school class-rooms * New Health centre * Community farm * Launching (200000 realised)	* Guinea-corn farm * Youth center (on going) * Secondary School building * Community Almanac launched	* 2 Public toilets * Food canteen * Small -scale pomade industry * Soyabeans-milk industry. * Borehole	*Grinding machine purchased. * Group farm * Vocational Training for members.	* New Clinic * 78 Bags of maize gathered * Bridges & roads construction * Community farm * Lauching * Town Hall
Mode of implementa-tion of projects	Communal efforts	Communal efforts	Communal efforts	* Communal efforts * For technical projects (Borehole) an Engineer was contracted.	* Communal efforts	* Communal efforts.
Sources of funding	Group levy and taxation	Group levy and taxation	Group levy, Taxation and launching.	Group levy, taxation and launching.	Withdrawn from group contribution account	* Launching * Levy * Contribution

Visions/Actions formulated during planning session	* Electricity * Community Bank * Community Bus * Good Roads * Culverts * Increased animal rearing.	* Good roads * Launching * Health Center * Portable water * Community Hall * Community farm * Market Center	* Health Center * Maternity * Daily market * Good roads * Secondary School. * Adult literacy.	* Milling Machine * Launching * Health Center * Borehole * Water tanks * Maternity * Sewing and soap industries.	* Group House for meeting * Tap water * Water Wells * Group vehicle * Tractor * Milling machines * Clinic * Big market * Secondary School.	* Modern market *Health centre * Bridge * Road Renovation * Community Bus * Electricity * Tap water * Secondary school
Visions/Actions accomplished	* Culverts * Good roads * Launching	* Good Roads * Launching N200,000 realised * Health Center	* Health Center * Good Road * Adult literacy	* Borehole (on-going) * Sewing Industry.	* Grinding machine	* Bridges * Health Center * Road Renovator
Other activities carried out	None.	None	None	None	None	None
Reasons for unexpected projects	High cost of building materials	Most of the unexecuted projects are not our priorities for now	* Insufficient fund * Non-availability of materials	Shortage of fund	* Shortage of fund * Bad roads.	Insufficient fund.
Five major problems	* Menace of snake bites. * Bad road. * Unclean water * Lack of electricity * Shortage of funds.	* Shortage of fund. * Unclean water * bad roads * Erosion. * Scattered settle-ment.	* Scarcity of land. * Insufficient fund * Inadequate supply of fertilisers. * Communication gap among members.	* Insufficient fund. * Lack of rice machine. * Bad water * Shortage of hospital equipment * Inadequate fertilisers.	* Financial shortage. * Bad roads. * No electricity. * No good water * Inadequate supply of fertilisers	* Bad roads. * Lack of electricty. * Unclean water * Unclean water. * System (no vehicle to go out of village) * Shortage of Ferti-liser

The most critical problem	Menace of Snake bites (at least 300 cases are recorded per year).	Insufficient capital/fund	Insufficient fund.	Lack of good water.	Poor transportation system (the villagers trek a long distance to and fro the village)	Problem of transportion

TABLE: 5.2 GROUP ORGANISATION

	SHIWER CDA	**ASA CDA**	**PAI YOUTH COUNCIL**	**KAPIL WOMEN IN HEALTH**	**ZAMPET WOMEN COOPERATIVE**	**TAKKAS CDA**
Group Norms/ Constitution/Rules and Regulations	Have written constitution	Have written constitution	Have written constitution	Written constitution	Written constitution	Written constitution
Mode of choosing leaders	Congress election every 2 years	congress election every 3years	congress election every 2 years	Congress election every 3 years	Congress election every 3 years	Election every 3 years
Internal structure of the group	8-man executive council	9-man executive council	12-man executive and sub-committees	8-man executive council and sub-committees	6-man executive council	8-man executive council and sub-committees
Decision making process	Group consensus	Executive council decisions ratified by the congress	Theexecutive in line with the general consensus	The executive, the sub-committees and the general assembly	The executive makes decisions and passes to congress for final approval	The executive and the congress make decision together.
New Membership Registration and Registration fee	Open to all indigenes. Registration fee is N5.00 (five naira)	Open to all indigenes above 18years free of charge	Open to all indigenes with N5.00 fee	Open to all with N5.00 fee	Open to all wit N50.00 fee	All 18-year old indigenes can register free of charge
Frequency of meetings	General meeting - once a year. Exco meeting - twice a year	General meeting -twice a year Executive council -once a month	Executive meet twice a month. General meeting is based on projects execution	Executive meet once a month	Executive meet twice a month	Executive meet as often as necessary. Congress meet thrice a year

Attendance of meetings	Regular & effective	Average	Very regular (absentees are fined)	Very regular	Very regular	Attendance is compulsory. Absenteeism warrants fine
Contribution and Membership dues	None	Yearly contribu-tion	Varied yearly contributions	Monthly contribu-tion of N10.00	None	Varied levy towards projects
Fluctuation of members	None	None	None	Yes	None	None (membership is compulsory for life)
Reasons for drop outs	None	None	None	Those ladies (members) married out of the village	None	None
Conflict Resolution System	Conflicts settled by the village chief and executive council	Conflicts resolved by ward heads and the village head, as last resort by Police and court	Conflicts settled by the elders in the group	Conflict settled by the elders in the group	No conflict so far. The executive council can resolve any conflict.	Conflicts are resolved by the village head while cases of steal-ing are refered to Police.
Income generating projects	Group farm	Community farm	Football comp-etition organised among many teams at a fee	*Group farm *Provision store *Canteen	*Group farm *Knitting	*Group farm *Hospital laboratory (services for sale)
Amount of money generated	-	-	Approximately N1,400 this year	N20,000 presently in the account	Knitting - N500 this year.	-
How the generated money is spent	Spent on comm-unity projects	Spent on Deve-lopment activities of the village	Spent on org-anising the competition	Spent on projects	Used for credit scheme among members	Spent for develop-ment projects.

TABLE: 5.3 EXTERNAL CONTACT

NAME OF GROUP	EXISTENCE OF OTHER GROUPS IN THE VILLAGE	RELATIONSHIP WITH OTHER GROUPS	EXTERNAL SUPPORT FROM OTHER AGENCY
Shiwer CDA	Yes	They are subsidiaries of this C.D.A. and we work together	None
Asa CDA	Yes, many groups.	We work together in the area of development however, the CDA is superior to all	None
Pai Youth Council	Yes	The groups work together with the CDA in the area of development	The local government gives material support on projects
Kapil Women in Health	Yes	These groups work with the CDA for development goal	The state government and the local government.
Zampet Women Cooperatvie	Yes, many.	There is a working relationshp with these groups; especially on projects	None
Takkas CDA	Yes, many.	These groups are answerable to the CDA	*UNFPA (a UN agency) *COWAN (an NGO)

TABLE: 5.4 IMPACT ASSESSMENT

GROUP NAME	GROUP'S SPECIFIC ROLE IN THE COMM-UNITY	FACILITATOR'S ROLE IN THE GROUP	FACILITA-TOR'S EXPECT-ED ROLE	SUITABILITY OF NIRADO PROG-RAM OR OTHER-WISE	WHERE NIRADO HAS HELPED MOST	HOW THE PROG-RAM MEETS THE NEEDS OF WOMEN MEMBERS
Shiwer CDA	The group provides facilities to improve standard of living through self help.	He mobilises members for communal work and coordinates project sub-committees.	He performs all his expected roles as a facilitator.	It is suitable as the program has awakened us the "forgotten people" to realise our potentials.	Since NIRADO'S coming, the various projects have been successfully executed.	No female member present

Asa CDA	The group has brought unity and development among the village people.	he mobilises people for projects and coordinates all projects	He is a good group facilitator. Very effective	Now, there is a marvellous change in the member's attitude to group work	In the area of group participation in projects planning and execution	The women benefit through the health care delivery, school and road construction
Pai Youth Council	An association catalysing development activities in the whole village	The chairman of the group	He is now a student and this adversly affects his performance	NIRADO has strengthened group to do projects by self-help.	In the area of group participation in self-help in the village	The women now see themselves as part of the group and now members of executive unlike before
Kapil Women in Health	To enlighten women on health matters and rural development	She educates the women using the acquired skills from NIRADO	Very satisfactory as a group coordinator	NIRADO program has brought members together to work for the welfare of one another	In the area of popular participation on self-help projects	All the planned projects are tailored to meet the needs of the women.
Zampet Women Cooperative.	To cater for the members while the whole village attend the group's adult education program	She uplifts the group and members self help projects	She is active	NIRADO program has made group work together more effectively.	In the area of instilling the spirit of self-reliance in the group members.	This is a women group entirely and all the women benefit from the planned activites.
Takkas CDA	To maintain development intiatives and keep peace and order in the community	He facilitates group development activities and counsels members on group work	He is an active facilitator and group coordinator	The program has made people work together to better their lots in the community	In making all participate in community activities from planning to implementation	The new maternity clinic helps the women and lessens women mortality during labour.

TABLE: 5.5 SUSTAINABILITY

NAMES OF GROUPS	AWARENESS OF PROGRAM BY NEW MEMBERS	UTILIZATION OF PARTICIP-ATORY APPROACH BY GROUPS	HOW THE APPROACH IS UTILISED BY GROUP
Shiwer C.D.A, Shiwer	Yes	Yes, the approach is utilised.	In all our development activities like holding meetings, planning for projects, we display a spirit of self-help.
Asa C.D.A, Asa	Yes, the new members are aware of the program	Yes	In planning for development projects and executing the planned projects with participatory self help efforts.
Pai Youth Council	Yes, new members are well informed of the NIRADO program.	Yes	In group participation towards executing projects; involving both old and young, men and women unlike before.
Kapil Women in Health, Kapil.	Yes, quite alright. They are aware.	Yes	In decison making process, group participation is the watchword.
Zampet Women Cooperative, Garram	Yes, they are all aware	Yes	Through adequate participation of members in every segment of develop-mental process.
Takkas C.D.A, Takkas.	Every new member is adequately informed during registration.	Yes, the participatory approach is utilised.	The approach has penetrated all the activities in the village and at meetings everybody is allowed to participate as the approach has rightly stated.

TABLE: 5.6 GENERAL COMMENTS

NAME OF GROUP	WHAT NIRADO SHOULD INCLUDE IN THE PROGRAM	COMMENTS ABOUT NIRADO'S CONTACT WITH GROUPS THROUGH THE GOVERNMENT	OTHER RELEVANT COMMENTS
Shiwer CDA	-The trainee should be equipped with more skills. -More facilitators should be trained across the country, to extend NIRADO'S work to other villages	It is acceptable since the govern= ment is not allowed to influence selection of target groups	NIRADO should pay more regular visits.
Asa CDA	-Another planning session should be conducted for the group. -NIRADO should link group with the government or donor agency for assistance of any sort.	This is okay as far as there is no manipulation from the government	NIRADO should pay more regular visits.
Pai Youth Council	-Two or three facilitators should be trained in each group instead of one -Credit/loan scheme to be included in the program	It is good	NIRADO shoul pay more regular visits to groups
Kapi Women in Health	-The trainee to be trained further -Material assistance to be given to the group for the water project	It is acceptable	-
Zampet Women Cooperative, Garram	-Financial and material assistance should be given to group for projects.	This is good and must be continued	-
Takkas CDA	-To fund an income generating project for the group -To give material and technical assistance to groups. -To link groups with donor agencies	NIRADO should caome directly to village rather than through the government	NIRADO should pay more regular visits to groups.

4. SELECTED TRAINED FACILITATORS

* Contribution to the development of field instruments for Phase II.

* Any possible assistance towards the success of all field activities.

Budget: Possible Further Financial Assistance Form MISEREOR

The total cost estimated for the entire evaluation project (Phases I & II) is N552,000 (about DEM 11,040). Already, the sum of N289,300 had been spent for Phase I while an estimated cost of N262,700 is expected to be spent on the Phase II.

MISEREOR has already approved a total sum of N500,000 (DEM 10,000 X N50) for both Auditor's fees and evaluation. The Auditor's charge in an average of N180,000 each for the three programme years. This mean that the two events (Auditing and Evaluation) will require a total sum of N1.092 million to be executed.

NIRADO will therefore require further financial assistance from MISEREOR to the tune of N592,000 (DEM 11,840) for the two programmes. Details of the budget estimates is attached to this Terms of Reference.

for NIRADO:

M. A. OLAGOKE,
Executive Director.

APRIL 1997.

Encs.

APPENDIX ii

NIGERIAN INTEGRATED RURAL ACCELERATED DEVELOPMENT ORGANISATION (NIRADO)

ASSISTED SELF-EVALUATION OF MISEREOR SPONSORED PLANNING/FACILITATION TRAINING PROGRAMME

QUESTIONNAIRE FOR PHASE I

TO BE CARRIED OUT IN MARCH/APRIL 1997

1. Enumerating Team's names:
2. Today's date:
3. State (Geographical)
4. Name of Group: _____
5. Year Group was formed: _____
6. Year NIRADO Program was conducted: _____
7. Name of Person(s) Being Interview: (I) _____

   (ii) _____ (iii) _____
8. Respondent Present During NIRADO Planning? Yes [ ] No [ ]
9. Activities Before NIRADO Planning Event: _____
10. Activities After NIRADO Planning Event: _____
    (a) 3 Months After Planning: _____
    (b) 1 Year After Planning: _____
    (c) At Present: _____
11. How many of the people who participated in the planning are still in the group? __
12. Is the Trainee* still in the group? Yes [ ] No [ ]
13. If (12) above is yes. What is his/her present role or function in the group? _____

    _____

    _____

NIRADO normally trains one member of each group in the participatory project planning methods that we use. This person is the one referred to as "Trainee" here.

APPENDIX iii

CHECKLIST FOR PHASE II

NON-GROUP MEMBERS

1. What is the role/position of group in this community.

2. What are the activities of the group in this community.

3. Impact of the group activities on the conditions of living of individuals

   - How has the group affected your life as an individual?

4. General comments on the group.

14. How many similar events has he/she held with the group and what are the projects:

_____

15. If (12) above is no, where is he/she and why did he/she leave the group? _____

16. What is the present situation of the group? (site visits/relevant documents will be required to answer this question. Each group will then be checked as appropriate).

(a) **ACTIVE** [ ]

- Still hold meetings regularly [ ]
- Conduct project planning [ ]
- Carry out project [ ]
- Group still very united [ ]
- Membership enlarged/at least sustained [ ]

(b) **AVERAGE** [ ]

- Holding meeting occasionally [ ]
- Has not had any other planning [ ]
- Plan sometimes [ ]
- Group not very united but still together [ ]
- Execute projects on rare occasions [ ]
- Membership diminished slightly [ ]

(c) **POOR/DORMANT** [ ]

- Group disintegrated [ ]
- Group not existing again [ ]
- Group exists but meets no more as group [ ]
- Others

17. What is your opinion about NIRADO Program in this group? _____

_____

_____

18. Other comments: _____

_____

Proposed date of visit: 3rd week of March 1997 to 3rd week of April 1997.

PROPOSED EVALUATION (PHASE II) TIME TABLE

- Entire period for **Phase II**: May 29 - July 2, 1997.
- Data Collation and Report Writing - July 3 - 31, 1997

Activities

May 28:	Arrival of MISEREOR Representative(s)
May 29-30:	MISEREOR Representative(s) work with NIRADO Staff the in office for final field logistics.
June 2 - 6:	Visit to six groups from the 1990 Programme Groups (Lagos/Ogun/Oyo states).
June 7-11:	Visit to 1992 Programme Groups (Kaduna state).
June 12-18:	Visit to 1996 Programme Groups (Plateau state).
June 21-25:	Visit to 1991 Programme Groups (Edo/Delta states).
June 26-July 2:	Visit to 1994 Programme Groups (Imo state).
July 3-31:	Data analysis and Report writing.

ROLES TO BE PLAYED BY PROPOSED EVALUATION TEAM

1. **NIRADO Staff**:
   - (a) Planning, execution and writing of the report of **Phase 1** of the Evaluation.
   - (b) Development of field instruments for Phase II.
   - (c) Selection of sample groups/appropriate/key individuals for Phase II.
   - (d) Field activities (questionnaire administration, observations, meetings/discussions/workshops with selected individuals and groups etc.) in respect of Phase II.
   - (e) Adequate logistics for all field activities for Phase II.
   - (f) Analysis of all generated data.
   - (g) Writing of final evaluation report.

2. **MISEREOR REPRESENTATIVE(S)**

(a) Contribution to the development of field instruments for Phase II - if possible - (This is in view of the communication problems between Nigeria and Germany). Where it is not possible for MISEREOR Representatives to contribute prior to arrival in Nigeria, it is suggested that MISEREOR Representatives should develop their own filed instruments in line with our Terms of Reference (and other relevant considerations) and come with such for us to harmonise with our own instruments. This will require that MISEREOR Representatives should come a day or two before the start of the exercise.

(b) Involvement in field activities along with other members of the Evaluation Team. (MISEREOR is to decide whether or not their Representative(s) will be available for the entire field work period; depending on relevant considerations).

(c) Any possible assistance in the areas of data analysis and final report writing.

(d) Possible further financial support in view of the obvious insufficiency of allocated funds. (A copy of the reviewed budget is attached. **A copy of the grant document from MISEREOR showing how much was approved for this exercise is also attached).**

3. **TARGET GROUPS/RESPONDENTS**

(a) Contribution to the development of field instruments for Phase II through their participation in Phase I.

(b) Assistance with local contacts.

(c) Interpreters/translators before and during field visits.

(d) Contribution to the definition of the **Way Forward** for NIRADO; given our main focus of **sustainability** in all our three areas of concern - i.e. (i) Impact of MISEREOR-funded village projects, (ii) Impact of other (non-MISEREOR-funded) projects on target beneficiaries, (iii) NIRADO itself, as an Organisation.

Section 4: The general output or results from the target community groups due to NIRADO's partnership with the local people.

Section 5: The impact of NIRADO's activities in the following 3 areas:

(i) At the beneficiaries level (i.e. local communities);
(ii) At the National (Nigerian) Level;
(iii) At the African or international level (this is with specific reference to the strengthening grant).

Section 6: NIRADO in the year 2000 and beyond.

Possible Input from MISEREOR (specifically from the Consultant, Mr. W. Kawohl)

(1) Handling of the area on NIRADO's Management and Organisational Structure (Section 3 in the EVALUATION STRUCTURE). In this respect, it is hoped that MISEREOR Consultant will be able to come with the following materials:

(a) A set of appropriate questionnaires or check-list to be administered among individuals;

(b) A set of questionnaires or check-list for assessing institutional performance, that is, in the area of impact.

(2) Assist NIRADO in the preparation of the questionnaires that will be required for all the other sections of the entire evaluation project.

EVALUATION TEAM

1. NIRADO Staff
2. MISEREOR Representatives
3. Target groups
4. Selected trained facilitators
5. ICA.

It is recommended that each of the six sections described in an earlier part of this write-up (under the title "EVALUATION STRUCTURE") be handled by an evaluation team; although one evaluation team may handle more than one section at any point in time, depending on logistical realities. **Each team should be led by a team leader for the purpose of co-ordinating office and field activities.**

NIRADO will appreciate nominations from MISEREOR of individuals within or outside Nigeria, who will work with NIRADO and others on the evaluation project either as team leaders or members, with specific reference to the six sections described in the EVALUATION STRUCTURE.

THE TARGET RESPONDENTS

- Village groups
- Trainee facilitators (village groups)
- Trained development practitioners (mainly, non-MISEREOR programmes)
- NIRADO Board members
- Other funding agencies/partners
- Any other.

EVALUATION METHODOLOGY

The evaluation process is in two phases:

(1) The first phase comprises site visits, questionnaire and other oral interviews conducted by NIRADO Staff to categorise the target groups (groups worked with since 1990) by virtue of their present situation, if they are active, averagely active or dormant. A selection of about thirty target village groups will be made for the second phase of the evaluation representing all the three categories.

(2) The second phase which will approximately take four weeks (starting from late May till early July 1997) will comprise site visits, oral interview, questionnaire and other data collection devices. Apart from the village groups, trained facilitators will also be involved. This phase of the evaluation will involve NIRADO Staff, MISEREOR Representatives and the Trained Facilitators who will serve as translators for easy communication with the rural populace.

In addition, structured questionnaires will be sent to all organisations and individuals who cannot be visited but are relevant in this process of evaluation.

8.2 CONCLUSIONS

In concluding this evaluation report, needless to state that it has been a worthwhile exercise; our various activities, approach and administrative structure have been x-rayed and the results are capable of being a framework for any future endeavour of the organisation. The exercise itself is a re-statement of NIRADO's commitment to the development of rural Nigeria. With the support and cooperation from the rural people, coupled with continuos assistance from our Donor Partners, NIRADO is more determined now to make its contributions towards the eradication of poverty among the rural populace.

We also want to use this medium to call on other development organisations and practitioners not to relent in their efforts towards assisting the rural people of Nigeria to achieve better standard of living.

As for this evaluation, perhaps, after an interval of about three years, it might be necessary to have an exercise of this nature again. In that case, a review and assessment of how the findings and recommendations contained in this report have been implemented may form a good platform to begin with.

APPENDIX i

NIGERIAN INTEGRATED RURAL ACCELERATED DEVELOPMENT ORGANISATION (NIRADO)

TERMS OF REFERENCE (ToR) FOR THE (NIRADO/MISEREOR) JOINT EVALUATION OF NIRADO

PROPOSED FOR MAY/JULY 1997

Objectives of the Evaluation

The broad objective of the Assisted Self-Evaluation is to review and assess the strategy, and impact of NIRADO intervention at the local levels.

Furthermore, we will analyse the appropriateness of NIRADO programmes towards meeting the felt needs of the target population and verifying the sustainability of the initiatives on the part of the local people and NIRADO as an Organisation.

Moreso, this Self-Evaluation will offer an opportunity to review the suitability of NIRADO administrative structure towards effective implementation of its programmes. Also, the evaluation will measure the impact of MISEREOR grants on the organisational strength of NIRADO in terms of expanding its activities in relation to other development agencies.

EVALUATION STRUCTURE

The evaluation is proposed to cover six (6) main sections outlined below:

Section 1: A general review of Rural Development within the Nigeria context, especially with respect to:

(a) Economic situation
(b) Political situation
(c) Cultural situation
(d) Other Nigerian peculiarities.

Section 2: NIRADO's (ICA's) approach to sustainable rural development.

Section 3: NIRADO's Management and Organisational Structure.

members who are considered as Volunteers, as well as the role of the employed professional staff. NIRADO is a membership-driven organisation, as such, its policy is to expose these members to training programs and opportunities, so as to enable them acquire the needed facilitation skills for rural transformation. Since no NIRADO member is a full time Volunteer, training opportunities should only be extended to only those members who are ready to face the challenges of rural development.

As for staff, NIRADO may have to face the challenges of building confidence on staff so that the staff will equally develop confidence in the system. If the staff are stable, they will play a vital role in the organization's sustainability.

Other major factors that may assist the future sustainability of NIRADO are highlighted as follows:

- planning towards its own landed property and building
- a standard training centre
- dynamism in policy formulation
- effective collaboration with both local and international NGOs and development partners
- financial stability

In addition to the foregoing, NIRADO sustainability would also depend, to a large extent, on strict adherence to principled policy on accountability, transparency and creditability. Other strengths already noticed in the structure must be well guided while improving on the weaknesses.

SECTION 8

8.0 NIRADO IN THE YEAR 2000 AND BEYOND

So far, this evaluation exercise has given NIRADO the opportunity to revisit the evolution, assess one of its major programs, review the administrative set up and identify both its weaknesses and strengths. In addition, the evaluation also provided the platform to critically identify all available opportunities which NIRADO as an organisation can explore for its growth and sustainability in the years ahead. Also, areas considered to be threats to the survival of the organisation were highlighted. Similarly, many useful and far-reaching recommendations are equally contained in this report.

What is left for this section therefore, is simply to re-state some of the major findings and recommendations and then highlight some specific areas in which NIRADO's attention may need to be focused in the year 2000 and beyond.

8.1 SUSTAINABILITY OF NIRADO IN THE YEARS AHEAD

Having gone through the tedious but interesting process of this evaluation to arrive at the major findings and recommendations, the key issue now is "***SUSTAINABILITY***". In looking at this issue, we may want to consider NIRADO's sustainability both in terms of programs and its structure as an organisation.

(a) Programs' Sustainability

Essentially, NIRADO is a program organization. In other words, the future survival of NIRADO will largely depend on its policy and commitment to:

(a) Program design, innovation and diversification
(b) quality and style of programs
(c) program implementation
(d) program monitoring and evaluation
(e) availability of funding for programs
(f) scope and spread of program
(g) relevance of the programs to the rural people
(h) program information management.

Apart from the challenges posed by the above program areas, the situation also demands that NIRADO must ensure that no aspect of its programs management, especially in areas were its strengths were identified should be allowed to deteriorate. Similarly, the vision to reach as many villages in Nigeria as possible (although appears bogus) should be vigorously pursued in the years ahead. Since many communities have accepted the principle of participation, and by extension the NIRADO approach, the challenges for NIRADO therefore will be to ensure that the various communities have actually understood the practical application of this approach, to bring about the needed sustainable integrated development in the rural areas.

Also in the years ahead, NIRADO programs sustainability may draw strength from specific global development issues that seems to attract international attention, for instance, in recent time, specific issues that have dominated international conference and consultation include:

- poverty eradication
- gender equality
- women empowerment
- unemployment (job creation)
- desertification, and
- environmental protection

In these international foras, input are being sought from both public and the private sector (which include the NGOs) to help find solution to these problems. With the flexible and adaptable nature of the NIRADO (ICA) methods, the organization must begin to plan and work on specific programs aimed at addressing these problems which will definitely attract more international attention in the years ahead. This will surely put NIRADO in a vantage position at the local, national and internationally levels as a stable NGO.

(b) **Administrative and Management Sustainability of NIRADO**

The administrative and management sustainability of NIRADO is equally vital in the years ahead. Programs can only be successful and sustained if the administrative policy and structure in place are well harnessed. Therefore, the challenges of NIRADO in the years ahead will be to clearly define the role of its

4) **Selection of Facilitators**

In order to avert the problem of trained facilitators leaving their groups, group should be made to nominate person(s) that are ready to stay with the group for at least 3 years after the training. This person should be someone that will be able to transfer the knowledge and skills to others.

5) **Income Generating Activities**

To boost the groups' financial status, income generating activities should be encouraged during the programme. That is, the group should be guided to create a vision along this aspect.

6) **Group Capacity Building**

Groups that are growing to the extent of attracting attention from more than one agency in terms of assistance should be given additional training, such as team building, book keeping and credit management. This is to enable them cope with the new challenges.

(7) **Extending the Program**

There is a great need to extend this program to as many villages in Nigeria as possible. The possibility of opening regional offices should also be considered by NIRADO as more resources becomes available. This will not only facilitate contact with old groups but will also make access to new groups faster. More donors should be approached to support this program to spread it faster.

(8) MISEREOR should increase the budget allocation to this program so that the training period and follow-up activities could be expanded.

(B) *ADMINISTRATION*

(1) **Implementation of Findings**

The board should endeavour to implement the major findings of this evaluation which are contained in the last section.

(2) **More Power Delegation to Staff**

As the Board delegates more authority to staff to enable them perform their duties faster, appropriate monitoring should be put in place to guarantee staff accountability, and policy implementation.

(3) **Board as Policy Makers Only**

The Board members should also concentrate on policy issue and reduce the frequency of their meetings. This will not only reduce cost but also build confidence in the staff with a sense of responsibility.

(4) **Staff Training**

The present staff training policy should continue and they should be exposed to other participatory methods that will enhance the ICA methods which NIRADO uses.

(5) **Employees' Handbook**

NIRADO should as a matter of priority produce an Employee Handbook which will contain details of their individual roles and general conditions of service. Similarly, there is a need to have a unified salary structure to which every staff should have access. The salary should also be reviewed at appropriate time to reflect current realities. This will eliminate the possibility of losing valued staff and fear of favouritism among staff.

(6) **Fund Raising**

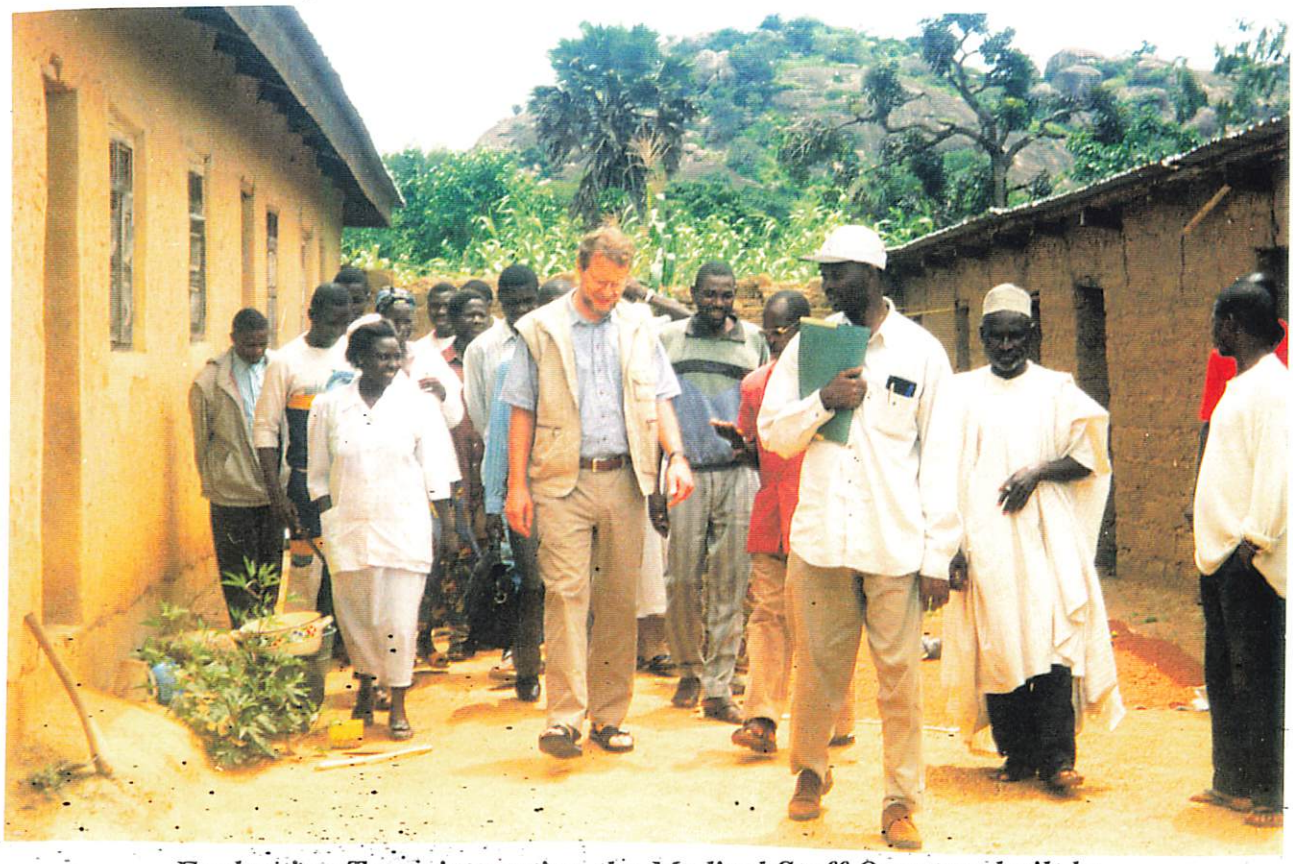
All possible avenues to raise fund for NIRADO should be explored to the fullest, especially the local resources. A policy towards financial stability should be made for NIRADO. This will ensure that the organisation does not collapse, if donors decide to withdraw their support.

(7) **The Staff as a Team**

Team building and the concept of participation should be a regular feature and guiding principle among staff. They should always practise what they teach in the field.

(8) NIRADO's current link at national and international levels should be well guided and maintained. To this end, networking with other NGOs and development partners should always be encouraged. This will promote healthy relationship and enhance information exchange necessary for growth.

Members of Kapil Women Group dancing to entertain the Evaluation Team in front of the Groups' Women Centre in Plateau State.



Evaluation Team inspecting the Medical Staff Quarters built by Takkas Community Development Association, Plateau State.

5.63 SUMMARY OF INDIVIDUAL FACILITATORS' MEETING WITH EVALUATION TEAM

In Plateau state, the evaluation team could not hold a facilitators assembly, however, each of the facilitators was discussed with and the following is the summary of the various discussions;

(a) That the program has created awareness among the rural people who are now sensitized to use their potentials for the development of their communities.

(b) That the whole program approach is a great asset to all the groups as they now work together for a common goal.

(c) That the active groups should be assisted by NIRADO by linking them up with donor agencies.

(d) NIRADO should stipulate strict criteria for selection of facilitators by the groups.

(e) The facilitators require training in new areas such as team building, record keeping and credit management etc.

(f) That NIRADO should make regular contact with the groups for the purpose of monitoring their activities.

SECTION 6

6.0 IMPACT OF NIRADO'S ACTIVITIES

NIRADO was formed in 1984 and registered as a corporate body under the Land (Perpetual Succession) Act Cap 98 in 1989. During this period, that is 1984 to 1989, NIRADO's activities were simply limited to members' meetings, exchange forums, public lectures and organisation of infrastructure for a proper take off of the organisation. During this period also, none of the founding members and friends of NIRADO was working full time since they were all busy at their different places of work. In addition, there was neither office accommodation, office equipment nor was there any full time staff employed on salary basis. Similarly there was no donor support in form of a grant, and there was equally no program in any village organised by NIRADO. But towards the end of 1989, NIRADO was fortunate to have one of the most experienced members and staff of the International ICA, Dr. (Mrs.) Shirley Heckman who agreed to serve as a volunteer in NIRADO for a period of three years. With the arrival of Dr. Heckman, an American and a retired Teacher with a Ph.D., and also versed with the ICA methods, she became the Interim Administrator for NIRADO.

Dr. Shirley Heckman, with the assistance of some Board members set up the administrative machinery for NIRADO. She also designed the training and planning programs for the village groups and equally went ahead to start training programs of the ICA methods for both the Board and other members who had joined NIRADO. At this same time, Dr. Heckman also developed and sent proposals to funders in Europe and America.

With follow-up effort, complemented by the staff of ICAI headquarters in Brussels, some funders like MISEREOR responded positively to the proposals which enable NIRADO to start the annual planning and facilitators training program with an average of twenty (20) villages every year since 1990.

Apart from sponsoring the village program since 1990, MISEREOR has also supported NIRADO's growth through a strengthening grant that has enabled NIRADO to rent an office, employed full time professional staff and purchased vehicle and other office equipment. Thus, it was this period, beginning from 1990 that NIRADO's program and activities began to make some impact, not only at the village or local level but also at national and international levels. This evaluation mainly focused on this same period and the following impact assessment is divided into three levels:

6.1 THE LOCAL (BENEFICIARIES) LEVEL:

The impact of NIRADO program has been encouraging in the upliftment of the rural communities with the aim of improving the standard of living of the rural populace.

In Nigeria, about 60% of the population are living in rural areas devoid of infrastructural and social amenities necessary for conducive living. Given the limited capacity of the government to single-handedly accelerate the development of rural Nigeria, there is a need for private intervention.

In this sense, NIRADO among other Nigerian NGOs, through its series of rural development activities has enabled the rural people to participate fully in the development efforts of their communities without over-depending on the government. The annual planning and facilitators' training program is designed to help the rural people to realize their potentials and become collectively more self-reliant and able to develop themselves. A total of one hundred and fourteen (114) village groups have benefited from this program between 1990 and 1997.

The people are now better placed to work together for the development of their communities. As a result of this program, many development projects have been executed in the various communities. The principle of participation have been introduced among the communities through the program. Decisions are now arrived at by consensus with total involvement of the people in all issues that affect them.

Similarly, the training has afforded most of the trained facilitators the opportunity to assume additional challenging responsibilities in their individual lives and the communities. For example, two (2) of the trained facilitators from Kaduna state have been elected into their local government authorities as councilors. This happened because of their contributions to the communities as a result of the NIRADO training program.

However, a lot still need to be done at the local level to create more impact. This is because the general poverty level of the target people is high and will require a combined effort of both NIRADO and similar programs to effectively alleviate their suffering.

6.2 NATIONAL LEVEL

Similarly, it is quite impossible for NIRADO to reach all the over one hundred thousand (100,000) rural communities in Nigeria within the shortest possible period. At national level, NIRADO trains fellow rural development practitioners in participatory methods. This is aimed at promoting the use of participatory technology among practitioners who will apply the skills in their various rural development activities in Nigeria. In line with aforementioned program, NIRADO has been collaborating with Friedrich Ebert Foundation, Germany (Lagos Office) since 1993 conducting training program from one state to the other on an annual basis. Also, NIRADO is an active member of the Nigerian NGO Consultative Forum (NINCOF) which is an umbrella organisation for NGOs in Nigeria.

Moreso, NIRADO plays a vital role among other Nigerian NGOs in matters regarding private participation in the rural development practice. NIRADO has also served as member of different committees put together to draw up national programs aimed at poverty alleviation in Nigeria.

6.3 INTERNATIONAL LEVEL

NIRADO participates in international fora, conference and consultation meetings organised to improve the lives of the rural dwellers, as well as the practice of community development. Some of these meetings were held in Europe, America and Asian countries. Last year, 1996, NIRADO attended a conference organised in Cairo, Egypt by the ICAI to address the issue of the "Rise of Civil Society in the 21st Century". Besides, recently NIRADO participated at a conference organised by the Ugandan Catholic Social Training Centre, Kampala. This conference was based on the promotion of "Participatory Development Approaches in Africa".

Participating at these international meetings has afforded NIRADO an opportunity to share our field experiences with other NGOs across the globe. Through this, NIRADO has contributed to the evolvement of holistic development approach applicable not only in the African setting, but in the other parts of the world.

Generally, the impact of NIRADO's activities may be difficult to assess in quantifiable terms. What has been said above are some indicators which seem to show how our activities have had significant impact at different levels.

SECTION 7

7.0 MAJOR FINDINGS OF THE EVALUATION

The findings are in two (2) parts:

(A) The NIRADO Program with the Village Groups, and
(B) NIRADO's Management and Organisational Structure

(A) PROGRAM WITH THE VILLAGE GROUPS

Generally, most groups are very much interested in the program, and some have become very active in carrying out projects even though hampered by shortage of funds. Some are just average in their performance. Here are some of the major findings:

i. Poverty Level of Group Members

This is a major hindrance to the high performance of most groups as a result of limited sources of income of group members. In most groups, majority of members are peasant farmers who can hardly meet their basic needs and to contribute towards development projects.

ii. Group Identification and Recruitment

It was discovered that the present process of identifying and selecting the various groups for the program, through the assistance of local government officials is helpful to NIRADO and the groups. However, further contact with the groups can be made directly by NIRADO without necessarily involving any government official.

iii. Income Generating Activities

The groups that embarked on income generating activities are performing better than those groups without such activities as the later depend mainly on levies and contributions for their projects.

iv. Regular Contact with the Groups

It was generally observed that during the first phase of the evaluation, some of the groups considered weak were found to have improved during the second phase.

This was because they felt encouraged by the first visit. This corroborates the fact that most of the groups are always very active within a few months after planning sessions.

v. **Request for Assistance**

During the evaluation, all the groups were requesting for material and financial assistance from either NIRADO or any other institution. However, some of the groups who understand NIRADO's philosophy of "no money, no material" are of the opinion that NIRADO should link them up with other institutions that can assist them.

vi. **Development Awareness**

The groups and the communities at large are now sensitized to their potentials and so more united as they work together towards a common goal of developing their communities.

vii. **Training Period**

The exercise revealed that the length of training for the facilitators is too short for them to have a full grasp of the methods and to apply them effectively. The facilitators will require a systematic understanding of the methods to become more effective.

viii. **Use of the Methods**

The groups and the trainees have not understood the ICAI approach from the academic point of view, rather, they have understood the practicality of the participatory approach.

The methods are difficult to utilize in rural setting where all group members are illiterates.

None of the trainees has been able to extend the skills to other group in neighbouring villages.

Also, most of the trainees could not conduct similar planning workshops with their groups after the program.

ix. **Absence of Facilitators**

Those groups whose facilitators have left the villages are less active as there is no other person that is conversant with the methods to carry the groups along.

x **Group Leadership**

The charisma of the leaders and facilitators is a contributing factor to the groups' good performance.

xi. **Youth Groups**

Youth groups are dynamic in nature because most of them are agile to participate actively in the execution of projects. However, most of them are prone to migrate out of the villages.

xii. **Group Organisation**

Groups that are well organised right from onset seem to be forging ahead irrespective of constraints, such as, loss of facilitators and shortage of fund. Moreso, groups that have no fundamental objective for coming together perform poorly.

xiii. **Women Participation**

Women groups are always committed. They only need to be assisted a little to perform better. However, women are less active in mixed groups.

(B) NIRADO'S MANAGEMENT AND ORGANISATIONAL STRUCTURE

In this section of the evaluation, the major findings are as follows:

i) The day-to-day running of the NIRADO administration is carried out by Staff and some prominent members of the Board.

ii) That most of the current members of the Board are also those who originally caught the vision and took part in the formation of the Organisation.

iii) Since NIRADO was formed as an Association of Volunteers, the Constitution only spelt out the functions of the Officers who are Board members. This left the Staff with no defined roles other than to act on instructions from the Board.

iv) That NIRADO as an Organisation seems to have grown to a reasonable level which requires that the Staff should be given a certain degree of autonomy by the Board, so that Staff can run the day-to-day administration without frequent intervention.

v) That the absence of a unified salary structure and a standard welfare package does not give the staff a sense of job security.

vi) NIRADO's seeming over-dependence on one major donor may not be in its best interest, especially in the long run.

vii) NIRADO has a lot of opportunities in Nigeria to reach greater height as one of Nigeria's formidable NGOs.

7.1 RECOMMENDATIONS

The following are general recommendations which (if implemented) will enable both the rural people of Nigeria and NIRADO as an Organisation to achieve their development objectives and climb to greater height in the years ahead.

(A) *PROGRAMS*

1) Regular Contact with the Village Groups

There is need for NIRADO to maintain a functional link with the groups through regular visits, correspondence and perhaps establishment of regional offices in strategic places for easy reach.

2) Linking Groups with Agencies for Assistance

To meet the aspirations of those groups requesting for assistance, there is need for NIRADO to link them up with other organisations that can be of assistance to them.

3) Training Periods

The training period for the facilitators should be extended to about two weeks and periodical refresher training courses should be incorporated into the programme. Also, group interchange programme should be included to bring groups together and share experiences. To enhance the groups performance and also minimize the risk involved in training only one person from a group, training of two persons should be encouraged.

TRAINED FACILITATORS

1. Name:
2. Sex:
3. Age:
4. Marital Status:
5. Educational Qualification:
6. Occupation/Career:
7. Other Major Sources of Income:
8. Facilitator's View of NIRADO Program:
   - What can you tell us about the training
   - The effect of the training in your life and your functions in the group
   - The length and contents of the training.
9. Facilitator's Knowledge of the Methods:
   - What methods were you trained in?
   - Can you tell us the different steps?
   - Which of the acquired skills have you used?
   - Which of the skills have you been able to disseminate within the group?
   - Have you conducted any planning sessions?

10. Facilitator's Assessment of Himself:

- What have you benefited from NIRADO training as an individual?
- What is your relationship with group members?
- Do members cooperate with you?

What difficulties have you encountered in the group as a facilitator?

GENERAL COMMENTS

What can you say generally about NIRADO programme?

What recommendations will you like to make?

VILLAGE GROUP

1. **BACKGROUND INFORMATION**

A. Name of Group/Village

B. Year Group was Formed

C. Group Membership Strength

- Number Present in the Meeting

D. The Village Population (House Hold)

E. State and Local Government Area

F. Sex: Female _____ Male _____

G. Marital Status: Married _____ Unmarried _____

H. Age Range 18 - 25 [ ] 26 - 45 [ ] 46 above [ ]

I. Educational Level: Illiterate Members _____ Literate ____

J. How many of you participated in the planning session? (mention the year):

(a) Active
(b) Present

K. How many of you have had any other training?

L. Members' Major Occupations

M. Members' Other Sources of Income

N. Employment Situation (Salary Earners)

2. **GROUP ACTIVITIES**

A. State of Village/Group before NIRADO's Intervention:

- Activities of Group/Physical Projects

B. State of Village/Group after NIRADO's Intervention

- How are you doing things differently

C. What are the Visions and Actions you formulated during the planning session?

D. Which of these visions and actions have you accomplished?

E. Other activities different from the planned visions.

F. Reasons for unexecuted planned projects

G. List five major problems in the community

H. Which one is affecting you most?

I. How do you solve these problems to meet your needs?

(a) What have you been doing to solve these problems? or
(b) What would you do to solve these problems?

3. **GROUP ORGANISATION**

A. Group Norms

B. Constitution, Rules and Regulations

C. Mode of Choosing Leaders

D. Internal Structure

E. Decision-Making Process

F. Registration of New Members/Registration Fee

G. Frequency of Meetings (Written Minutes)

H. Attendance of Meetings

I. Contribution and Membership Fee
J. Fluctuation of Group Members

K. Reasons for drop out (if any)

L. Conflict Resolution System (when there is any difference how do you resolve it?)

M I. Any Income Generating Activities?

II. How much do you generate? (profits per capital/head?) Records.

III. How do you spend the money?

4. **EXTERNAL CONTACT**

A. Are there any other groups existing in the community?

B. Relationship with other groups in the community (do you work together, if yes, how; if no, why?)

C. Other kinds of external supports (cash, materials, training, moral, etc.) received from any other organisation apart from NIRADO.

5. **IMPACT ASSESSMENT**

A. Does your group play any specific role in the community? (Purpose)

B. If yes, what is it?

C. What role does the facilitator play in the group?

D. Does he perform his expected roles?

E. How suitable is the NIRADO program to the community?

F. Where do you think NIRADO has helped you most?

G. **For Female Members Only**: Do you think that your needs as women are being met? if yes, how; if no, why?

6. SUSTAINABILITY

A. Continuity: Use of the methods

1. Are new members aware of the programme

II. Are you as a group still utilizing the same approach?

I11 If yes, how, if no, why?

7. GENERAL COMMENTS

A. What do you think NIRADO should have done differently?

B. What do you expect NIRADO to include in its program?

C. How do you feel about NIRADO's contact with your group through the government?

D. Any other comment?

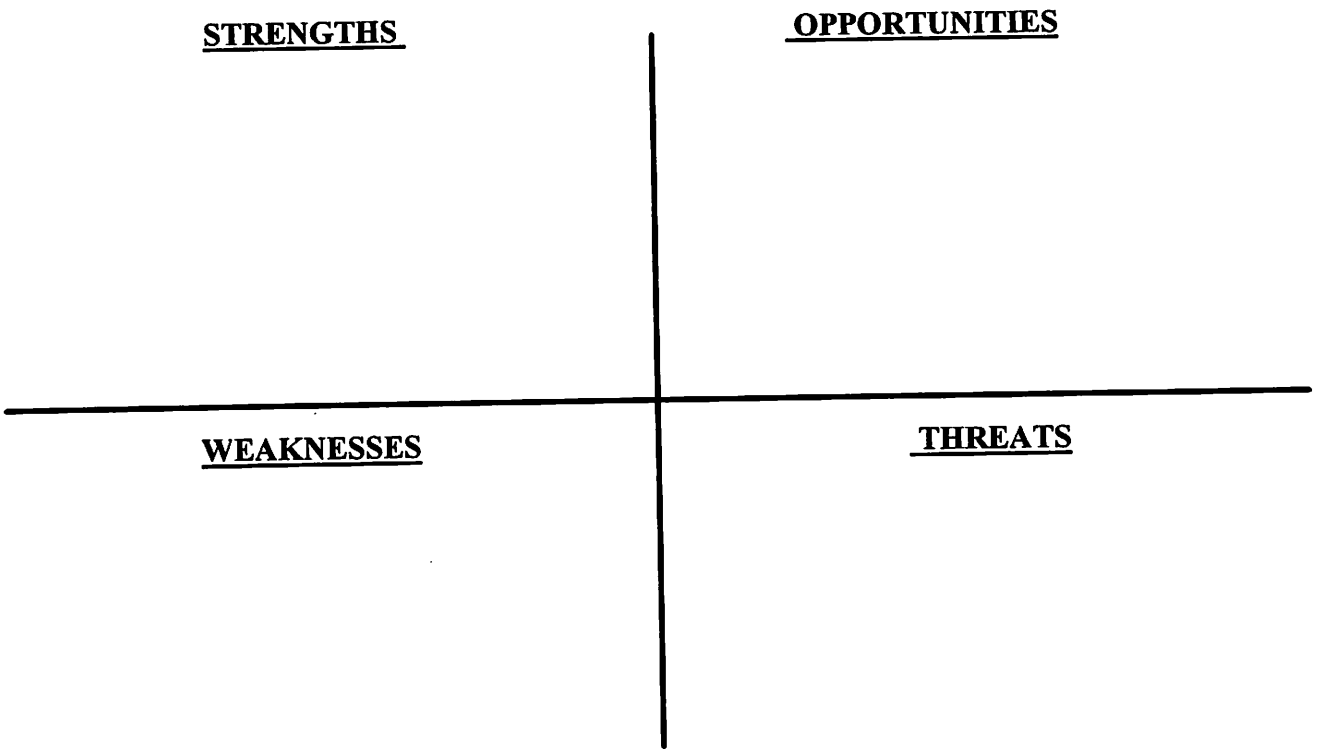
APPENDIX iv

INTERNAL MEMO

FROM: SENIOR PROGRAMME OFFICER
TO: ALL STAFF
DATE: 1ST SEPT., 1997.

SUBJECT: NIRADO SELF EVALUATION

As part of the on going self evaluation of NIRADO, the consultant wants you to write your opinion of NIRADO using the SWOT Analysis in the format shown below:



You are expected to be as critical as possible in your write up, which you will submit on or before 4.00pm on Wed 3rd Sept., 1997.

Thank you for your cooperation.

Hannah Bruhns.

SWOT-Analysis of NIRADO by members of the NIRADO Executive Committee and Council carried out during the self evaluation of NIRADO : (Summary of five individual contributions)

Strengths:

Method:
- Use of proven method.
- ICAI methods time tested and very effective, can be applied in rural. development as well as corporate management.
- The uniqueness of training approach (participatory) as no other NGO uses this method.

ICAI:
- Affiliation with ICA.
- NIRADO being the sole representative of ICAI in Nigeria.
- Affiliation with ICAI Brussels.

Board:
- Spirit of volunteerism.
- Many founder members of NIRADO still in the Board.
- Whether it be in general membership, the executive council, the executive management committee, and the general staff employed by NIRADO, the issue of quality , experienced personnel, their calibre and availability can not be over emphasised.
- Experienced and committed board.
- Many members of the NIRADO Board highly educated and influential people.
- Commitment of founding fathers who being men and women of proven integrity and credibility have laboured hard using their personal means to sustain the Organisation before help came from outside. Most of them are still as committed today as they were then.
- Board supports Organisation not only in policy making but also in execution of programmes and management of the office.
- Board informed about government policies on NGOs and related matters through board member who holds a policy making position in the Federal Government.
- One board member is Director of the Nigerian NGO Consultative Forum (NINCOF), the highest umbrella organisation of all NGOs in Nigeria.

Staff:
- Blessed with staff who are efficient and dedicated.
- Administrative set-up including office, vehicles, equipment but most important well trained programme staff.

Internal Training:
- Large pool of highly talented people who have been trained in the ICAI methods.
- International exposure and training of board and personnel.
- Training provided to staff and EXCO members.
- Continuous training of members in the NIRADO methodology which has

resulted in a large number of facilitators all over the country that could be called upon to help facilitate training programmes..

General Reputation:
- In existence since 1984
- NIRADO widely recognised as one of the old, strong and viable NGOs in Nigeria.
- Results achieved to date.
- NIRADO operates in all the major areas of Nigeria..
- Recognition through results achieved in the field.
- Credibility built up over the years as a result of successful execution of contracts from various organisations.

Framework Conditions:
- NIRADO operates in a very rich country which has a lot of untapped resources and potentials.

Weaknesses:

Programme Approach / Implementation:
- Single approach.
- Single focus training method.
- Fear to venture off the beaten track (do not cover other fields of the development arena).
- Not as dynamic and innovative as we should be.
- In terms of coverage NIRADO's efforts in the rural areas have so far been like drops in a big wide ocean.
- Too little contact between NIRADO facilitators and the target communities.

Board:
- Board has exhibited weakness, sentimentalism and lack of professionalism in dealing with cases involving some staff.
- Succession with the board.
- Rented premises.
- Slowness in implementing policies and decisions.
- Board is slow in taking decisions especially where spending is concerned.

Staff:
- Staff level.
- High staff turn over.
- High turnover of staff does not make for stability.
- Comparatively poorly paid staff, even though we are paying the best we can afford for now. Financial situation of staff further aggravated by high rate of inflation in the Country at present .
- No accurate database of all graduates of our programmes.
- No on-going contact and relationship with our members, graduates, benefactors or donors (quarterly newsletter could help).
- Pool of talents (board members, trained facilitators, ICA members in Nigeria) not fully utilised by NIRADO to extend coverage in programme delivery and exploiting of new opportunities.

Funding:

- Over dependency on single source of funds.
- One major funding source.
- Main area in which NIRADO is weak and its activities are hindered is finance or funds.
- High percentage of external sources of funding compared with internally generated revenue.
- Inadequate local funding.
- Not being able to built up capital base or reserve to carry us for at least one year in case of eventuality.
- Many graduates of our programmes can not realise their dreams or implement their projects because they are lacking the financial resources and our present policy does not allow us to help them.

General Issues:

- We have no landed property as we are required by the Lands Perpetual Succession Act under which NIRADO is registered.
- We have no training school or demonstration center of our own which will enhance our prestige and boost our earnings.
- Inability to have center / offices in other regions apart from Lagos.
- We have no data base or comprehensive information of donor agencies and the areas they specialise in funding.
- We have no e-mail to facilitate international correspondence and funding.

Opportunities:

Expansion / Diversification of NIRADO Activities:

- Work in more villages for nation-wide impact.
- The opportunities for NIRADO to expand its activities.
- Expand role into education, strategic planning and organisational development.
- Expand work with UN Agencies.
- To get more patronage from Government and United Nations and foreign. agencies dealing with this Government.
- Do strategic planning for newly created catholic dioceses.
- Opportunity for training and use of our methods in the private sector.
- Centre to be developed to run courses in participatory rural development. This will serve the purpose of retraining already trained facilitators and educating the public on their duties towards their rural communities.
- Utilisation of trained facilitators and board members to expand our programmes or execute current programmes more cheaply.
- Sponsor other countries.
- Sponsor use of our approach to rural development in other West African Countries.
- Opportunities exist even outside of Nigeria especially in those countries where ICAI is not existent and in those countries that are rebuilding after war e.g. Liberia.

Fund Raising / Income Generation:

- Marketing of the NIRADO methology outside of Rural Development by introducing consultancy services to institutions and business concerns to generate income.
- Profitable diversification of our programmes by going into other areas of socio-economic development.
- Further development of fund raising potential and actually raise more funds.
- Companies operating in Nigeria still donate a lot to charity. We need to explore this area fully.
- Management consultancies targeted at corporate bodies can bring us more money and prestige.

General:
- Be self - sustaining.
- Be a force for promotion of volunteerism in Nigeria.

Threats:

Framework Conditions:
- Government suspicious of NGOs.
- Political crisis within Nigeria.

Competition:
- The upsprunge of new NGOs.
- Federal Government and State Government's community based activities.
- Loss of highly trained staff to other NGOs.

Funds / Income Generation:
- In pursuing self-sufficiency through activities for private sector may lose rural focus.
- Lacking Funds.
- If the only source of funding stops today, we may not survive.
- Loss of funding.
- Lack of funding.
- Loss of spirit of volunteerism.

Legal Obigations:
- The Federal Government of Nigeria can revoke our registration any day because conditions of registration are not fulfilled.

Summary of a SWOT-Analysis (Strengths, Weaknesses, Opportunities, Threats) of the NIRADO Organisation as perceived and expressed by NIRADO staff members:

(This summary contains comments from all ten staff members of NIRADO. During the course of the self-evaluation staff was asked to submit their individual contributions in writing.)

Strengths:

NIRADO Board:

-Credible board members and dedicated staff.
-Dedicated EXCO members.
-Amongst Board (-members) many people with proven track of success in their various fields.

NIRADO Staff:

-Highly committed staff.
-Equipped with professionals in various fields of endeavours.
-Team spirit by all concerned.
-Qualified staff and members to attain objectives.

-Staff and members were exposed to international programmes and conferences.

-Staff development policy (?).

Programme Implementation / Method:

-Usage of the ICAI Methods and the Participatory Development approaches.
-The philosophy of empowering the people, i.e. recognising the human factor in development.
-NIRADO methodology / approach is a well understood and acceptable method and can fit into any developmental process, be it corporate, individual community etc..
-Because of unique methods and membership spread, potential for growth beyond present level.
-Extensive experience of and appropriate approach to rural development.
-Vast experience in rural development.

-Its penetrating ability to remote rural areas.
-Rural outreach.
-Capacity to reach out as many groups as possible if funds are available.
-Involved in programmes that no other NGO in Nigeria is doing.
-Goodwill of the rural people.
-Equipped with all necessary working materials.
-Growing from strength to strengths.

(Strengths continues)
Funding agencies:

-Strength of NIRADO based on the sponsorship such as Misereor.
-Misereor is the basic donor agency.
-Strength based on sponsorship by Misereor and /or other donor agencies.

Weaknesses:

Management / Governing Body:

-Hierarchical leadership approach.
-Frequent intervention by the Board.
-Bureaucratic administrative procedures.

NIRADO Constitution:

-No clear provision for staff role in the constitution.

Personnel management:

-Non-existing salary structure, salaries fixed arbitrary.
-No salary structure, salary based on bargaining power & influence of staff members.
-Very poor salary.
-Poor salary.
-Poor salary & welfare package.
-Very poor salary for staff.

-Field allowance differs according to position of staff („ it demotivates people to work").
-Poor medical allowance for the staff.
-Inadequate health care.
-Lack of medical care.
-Lack of insurance (in case of an accident).
-Lack of staff welfare / responsibilities.

-Lack of co-operation (team work).

-Board members deprive staff of setting opportunities to training while board members themselves compete with staff.
-Lack of training for junior staff.
-Lack of training opportunities & exposure, (especially the junior staff).

-High staff turn-over due to poor remuneration.

Funding:

-Shortage of funds to expand programme to be able to reach more people/communities.
-Inability to offer other form of assistance to rural groups apart from training and planning of projects.

(Weaknesses / Funding continues)
-Shortage of funds to assist groups in sustaining their development efforts.
-Inability to source funds locally.
-Low income generation.

Programme implementation:

-Inability to promote their methodology among corporate and governmental institutions.

Opportunities:

Income Generation:

-To market our services.
-To organise programmes with other organisations to raise funds.
-More income generation.

Programme Activities / Method:

-Networking with other NGOs.
-Relevance of the methods to corporate bodies.
-Extensive exposure to rural development approach and rural setting.
-Rural area outreach.
-Vastness of rural Nigeria to offer services.
-To grow and expand numerically and technologically.
-Growth and expansion.

Fund Raising:

-Misereor as permanent provider of funds.
-More donors who may be willing to assist NIRADO because of its unique programmes.
-More sponsors.

Training of staff and members:

-Local and international training.
-In house training for staff members.

Reputation:

-National and international recognition.
-International recognition.
-NIRADO's credibility stand among other NGOs.
-Leading of one of the best NGOs in the country.
-Room for programme diversification,organisation is gaining more and more - recognition (nation. and international).
-Affiliate member of ICAI.

Threats:

Logistics:

-Distance between Lagos and the rural groups.

Framework Conditions:

-Due to the political situation in Nigeria, some donors are withdrawing sponsorship. This will affect our operations.
-Political / economic developments in the country.
(Threats continued)

Funding / Income:

-Very limited sources of income.
-Overdependance on foreign donors.
-Few donors / funders.
-Funding.
-Lack or revoke of sponsorship.
-Limited financial resources.
-Lack of sponsorship.
-No local funding.

Board:

-Boards present (meeting-)expenses contrary to spirit of volunteerism claimed by NIRADO.

Job Conditions:

-No job prospects for staff.
-Chances of loosing experienced staff for higher paid jobs.
-High staff turn over rate.
-Loosing of staff members.
-Staff turn-over.
-Staff resignation (as a result of poor salary & inadequate welfare, negligence, denial and/or intimidation.
-Job not pensionable.
-Poor condition of service.
-Poor salary.

-Partiality in exposure of staff to training.

Programme Implementation:

-Should fund the groups trained to avoid collapse.
-Past trainees becoming not so interested again due to lack of micro credits scheme in NIRADO Programme in contrast to other NGO's (such as UNDP etc.).
-Domination by other strong NGOs.

Threats:

Logistics:

-Distance between Lagos and the rural groups.

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(Weaknesses / Funding continues)
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-To grow and expand numerically and technologically.
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-Misereor as permanent provider of funds.
-More donors who may be willing to assist NIRADO because of its unique programmes.
-More sponsors.

Training of staff and members:

-Local and international training.
-In house training for staff members.

Reputation:

-National and international recognition.
-International recognition.
-NIRADO's credibility stand among other NGOs.
-Leading of one of the best NGOs in the country.
-Room for programme diversification,organisation is gaining more and more - recognition (nation. and international).
-Affiliate member of ICAI. .

APPENDIX VI **LIST OF TARGET GROUPS**

SELF EVALUATION SCHEDULE

S/NO.	GROUP	DATE	TIME
	1995		
	KADUNA STATE		
1	Tea Gwuyak CDA	Friday, September 5, 1997	9 - 12 noon
2	Fadan Tachira CDA	Friday, September 5, 1997	1 - 4 pm
3	Farman CDA	Saturday, Septmber 6, 1997	9 - 12 noon
4	Anchuna CDA	Saturday, September 6, 1997	1 - 4 pm
5	Ochakui CDA	Monday, September 8, 1997	9 - 12 noon
6	Garin Jere CDA	Monday, September 8, 1997	1 - 4 pm
	1996		
	PLATEAU STATE		
1	Shiwer CDA	Wednesday, September 10, 1997	9 - 12 noon
2	Pai Youth Council	Wednesday, September 10, 1997	1 - 4 pm
3	Takkas CDA	Thursday, Septmber 11, 1997	9 - 12 noon
4	Kapil Women in Health	Thursday, Septmber 11, 1997	1 - 4 pm
5	Asa CDA	Friday, September 12, 1997	9 - 12 noon
6	Zampet Women	Friday, September 12, 1997	1 - 4 pm
	1994		
	IMO STATE		
1	Ofeshia Women Group	Tuesday, Septmber 16, 1997	9 - 12 noon
2	Umuawa Ogii Dev. Union	Tuesday, September 16, 1997	1 - 4 pm
3	Isiokwe Dev. Union	Wednesday, September 17, 1997	9 - 12 noon
4	Umuajia Village	Wednesday, September 17, 1997	1 - 4 pm
5	Ozara Women Dev. Union	Thursday, September 18, 1997	9 - 12 noon
6	Umuowa-Ibu United Front	Thursday, September 18, 1997	1 - 4 pm
	1991		
	EDO/DELTA		
1	Ndudi Women's Group	Saturday, September 20, 1997	9 - 12 noon
2	Emu-Obodeti CDA	Saturday, September 20, 1997	1 - 4 pm
3	Otu-Ifeoma Coop Society	Monday, September 22, 1997	9 - 12 noon
4	St. Anthony Society, Isah	Monday, September 22, 1997	1 - 4 pm
5	Uduvwohoro Dev. Ass.	Tuesday, September 23, 1997	9 - 12 noon
6	Igun Youth Association	Tuesday, September 23, 1997	1 - 4 pm
	1990		
	LAGOS/OGUN/OYO		
1	Ifesowapo CDA	Saturday, September 27, 1997	9 - 12 noon
2	Alikama Ifo Sector	Saturday, Septembr 27, 1997	1 - 4 pm
3	Spinal Cord (SCIAN)	Monday, September 29, 1997	9 - 12 noon
4	Ebute Olowo CDA	Monday, September 29, 1997	1 - 4 pm
5	Abakuyamo Women's Group	Tuesday, September 30, 1997	9 - 12 noon
6	Ifelodun Akeyan	Tuesday, September 30, 1997	1 - 4 pm

PLEASE HELP TO REMIND EACH OTHER ABOUT THESE DATES.

REFERENCES

1. NIGERIA (1996) "Human Development Report" Published by UNDP, 1997

2. "TOURIST GUIDE", A Publication of the Nigerian Tourism Development Corporation.