

CPED Monograph Series No 1

*Methodology for the Participatory Formulation of Local
Economic Empowerment & Development Strategy
(LEEDS) in Local Government Areas in Nigeria*

By

Centre for Population and Environmental Development (CPED),
Benin City, Nigeria

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Acknowledgement

The general trend in development policies and institutions is for greater participation in development planning and implementation by a wide range of interest groups, including local communities. This way, participants will actively contribute to the plan preparation and implementation rather than passively receiving information from outside experts, who may not have local understanding of the issues. The approach encourages people to share information, learn from each other, and work together to solve common problems. As people become more experienced with the approach, they take increasing role in planning and decision making.

The methodology for the participatory approach to the formulation of the Local Government Economic Empowerment & Development Strategy (LEEDS), which is described in this document, was developed from the practical experience adopted for the formulation of LEEDS in two pilot LGAs (Akoko North west in Ondo State and Nsit Ibom in Akwa Ibom State).

Following the use of the methodology in the two Local Government Areas coupled with the input of the participants at the stakeholders' validation workshop held in Akure under the auspices of the UNDP on 26th-28th July 2006, the methodology was improved upon in terms of the identification of some challenges facing the adoption of the methodology in the preparation of LEEDS and its implementation and suggested solutions were identified. The inputs of the stakeholders have been incorporated into the relevant sessions of the methodology to guide its users.

The major contribution to this document was made by the *Centre for Population and Environmental Development (CPED)*, which was initially commissioned to undertake the pilot project. The UNDP team, comprising Emmanuel Oladipo, Gabriela Spirli and Amy Parsons, made substantive contributions to the final document. This publication designed for wider distribution to policy makers and other stakeholders is supported by the *Think Tank Initiative Programme* initiated and managed by the *International Research and Development Centre (IDRC)*.

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PART A:

The Methodology

SECTION 1

INTRODUCTION

1.1 Background

Although planning for development in Nigeria can be traced to the colonial era, its impact on sustainable development remains weak and unfelt. This has resulted in poor management of both the natural and human resources in the country and little development. Thus, despite its rich human and natural resources, Nigeria remains a paradox of poverty in the midst of massive oil windfall. For example, by 2005 the poverty level in the country remains high with about 56% of the population still living below the accepted poverty line of US\$1/day. In general, the livelihood opportunities of Nigerians have been reduced, exacerbating poverty and conflict. Considering the fact that Nigeria is Africa's most populous country, it has been stated that Africa's attainment of the Millennium Development Goals (MDGs) depends on Nigeria's success in reducing poverty.

To tackle the problem of underdevelopment, it became obvious that Nigeria requires a new and radical approach to development planning and poverty reduction if the prevailing high rate of poverty is to be reduced. Thus, in recognition of the required drastic approach for meaningful development, government in September 2003 evolved a new development strategy for poverty reduction. This home-grown development strategy, known as the National Economic Empowerment and Development Strategy (NEEDS), was launched in

May 2004. The NEEDS document provides an honest and self-critical assessment of poverty in Nigeria, its causes, and the challenge confronting the nation.

The Federal Government of Nigeria launched the concept of State Economic Empowerment and Development Strategy (SEEDS) as the State counterparts to NEEDS in September 2003. The National Planning Commission (NPC) then issued a guidance manual entitled: SEEDS Framework – "Government for Growth and Service". Many states have now completed drafts of their strategies and some have already published them.

Both NEEDS and SEEDS are intended to be short-term policy frameworks that are designed to promote macro-economic stability, improve the performance of the agricultural, manufacturing, solid minerals and oil and gas sectors, improve delivery of basic services, create an enabling environment for the private sector and invest in human capital towards reducing the poverty of the people. Their ultimate goals are poverty reduction, employment generation and wealth creation.

Following the successful launch of NEEDS and SEEDS at the Federal and State Government levels respectively, the challenge is to evolve similar development strategy documents at the Local Government level to be known as the Local Economic Empowerment and Development Strategy (LEEDS). This challenge becomes more pertinent when it was the general consensus

that the formulation of NEEDS and SEEDS has not involved the participation of grassroots population. Yet most of the action programmes articulated in NEEDS and SEEDS are targeted at the grassroots communities where poverty is pandemic. Ideally, most of the action programmes in NEEDS and SEEDS should have been conceived after the input of the grassroots communities through the articulation of their LEEDS. This would have ensured the principle of bottom-up planning rather than top-down planning that has dominated development planning in Nigeria over the years.

1.2 Public participation in the development of NEEDS and SEEDS

The record of public participation in development planning and programme implementation has not been remarkable. As a result of the impact of prolonged military rule in Nigeria, the participation of the grassroots population in governance at the local level was basically non-existent. The devolution of governance responsibilities, authority, and capacity to local governments has over the years focused on “strengthening” local-level public administration, thereby keeping key responsibilities and rights within the federal or state government.

In general, local governments were not given any autonomy in decision-making. At the same time little attention was given to strengthening and empowering civil society and grassroots groups in the communities to play key roles in governance. While applauding the emergence of democracy and free-market economy

in Nigeria in recent years, governance remains largely centralized in federal and state levels. This has led to the concentration of development activities in the major cities where the elites live at the expense of rural communities.

At the same time, civil society was given less attention by military regimes. The only period when civil society became important was during the agitation for democracy during the decade, 1990-2000. However, sustainable democracy in Nigeria will be achieved by a strong civic culture and supported by a populace that is committed to such ideals as the rule of law, individual liberty, freedom of religion, free and open debate, majority rule and the protection of minorities.

At present a large proportion of the population of the country are unfamiliar with their rights and responsibilities as members of a democratic community. The basic challenge facing sustainable democracy in Nigeria therefore relates to the need to empower key target groups at the grassroots community level in urban and rural areas of the country so as to improve their participation in decision-making on political, social and economic issues.

The formulation of NEEDS and SEEDS in Nigeria so far has not involved the participation of grassroots population. There is no doubt that most of the action programmes articulated in NEEDS and SEEDS are taking place in the grassroots communities and these would have considerable impact on the people in these communities. It is, therefore, essential that the people should

participate in the conception, implementation and monitoring of the programmes.

Ideally, most of the action programmes in NEEDS and SEEDS should have been conceived after the input of the grassroots communities through the articulation of their LEEDS. This would have ensured the principle of bottom-up planning rather than top down planning that has dominated development planning in Nigeria over the years. However, it is hoped that the formulated LEEDS in the pilot LGAs by the people themselves which is sponsored by the UNDP will attract the attention of federal and state governments in terms of appreciating the challenges of grassroots development as proposed by the people of the pilot LGAs.

To demonstrate the relevance of grassroots participation in the formulation of LEEDS, the *United Nations Development Programme (UNDP)* supported CPED in developing a participatory methodology for the development of LEEDS. The participatory methodology so developed was tested and later applied in the preparation of LEEDS in 12 Local Government Areas of six states (Adamawa, Akwa Ibom, Bauchi, Cross River, Kogi, and Ondo).

This policy paper summarizes the methodology adopted to make LEEDS' formulation participatory and people-driven as well as presenting one of such plans for the benefits of other LGAs who may want to prepare their LEEDS. It is hope that states and Local Governments will replicate the

approach in the formulation of their LEEDS

1.3 The challenge of preparing LEEDS

Nigeria's constitution assigns certain national responsibilities to the federal government: defence, foreign affairs etc. and assigns specific local issues to LGAs, e.g. managing markets and primary education. However, there are many responsibilities, which are carried out jointly by the Federal, State and Local Governments. The way each level of government is to carry out its responsibility in situations where the three levels of government are involved is not always well defined. Even where a responsibility is clearly assigned, such as primary education to the LGAs, state and Federal governments are also often involved. The result is that there is not a clear-cut demarcation of roles for the different levels of government, both between federal and state and between state and LGAs.

The responsibilities for providing certain services are divided vaguely between all three tiers of government. For example, road maintenance is divided between federal, state and LGAs. Besides, actions at one level have an effect on the others.

The overall success of NEEDS and SEEDS thus also depends upon the implementation of LEEDS. This may be an even greater challenge than SEEDS. The States and the FCT have been advised to encourage local governments and councils under their jurisdiction to also come up with their own development strategies and

programmes for the elimination of poverty.

This is due to the fact that poverty cannot be eradicated without meaningful development efforts at the lowest level of governance, particularly at the grassroots level where the majority of the population resides. LEEDS therefore focuses on development at the grassroots level involving key stakeholders at the grassroots level. It is within the framework of NEEDS and SEEDS that Local Government Economic Empowerment and Development Strategies (LEEDS) should be developed for the different LGAs in Nigeria.

Consequently, the United Nations Development Programme (UNDP) has commissioned the Centre for Population and Environmental Development (CPED) to coordinate the preparation of LEEDS in 12 Local Government Areas of six states (Adamawa, Akwa Ibom, Bauchi, Cross River, Kogi, and Ondo) entailing the participation of key stakeholders at the grassroots level. It is hoped that these will provide examples of how participation can be used to prepare LEEDS.

Although it can be noted that the participatory approach has been used in aspects of planning in Nigeria such as need/problem assessment, it is only in recent years that the challenges of integrating participation to all phases of planning have become noticeable. At present participatory planning in Nigeria is still weak in matters of planning encompassing issues such as human resources development,

infrastructural development, finance, monitoring and evaluation

1.4 Purpose of the Methodology

The purpose of these guidelines is to introduce the methodology and practice of formulating LEEDS in the Local Government Areas of Nigeria using the participatory method.

The guidelines outlined in this methodology are to help planners at the Federal, State and Local Government levels as well as other agencies, consultants and NGOs interested in formulating LEEDS through the participation of the grassroots population in any Local Government in Nigeria to design their programme of activities. They provide appropriate guidance about the various subjects and issues involved in the various stages of information gathering, assessment, analysis and the formulation of the LEEDS document.

The guidelines in this participatory methodology of formulating LEEDS are developed from their use in the formulation of LEEDS in two pilot LGAs in Akwa Ibom and Ondo States. The guidelines make suggestions as to what sort of information is needed, where to find it and how to use it in guiding the grassroots population in the formulation of their LEEDS. The choices and decisions have to be made by the stakeholders of the LGA concerned. The concept of ownership is implicit in the participatory formulation of LEEDS. The methodology is only a tool. The resulting product – the LEEDS – document or plan must be owned by

the people who have used the tool to formulate it.

It is against this background that it should be emphasised that the methodology presented here is just a guide to LEEDS preparation using the participatory methodology. They provide suggestions of what is considered necessary for the formulation of LEEDS based on the experience of the application of the guidelines. The user may need to include additional information or take special factors into account depending on the context of the LGA.

1.4 Relationship of this document on LEEDS methodology with other components of Participatory LEEDS formulation

One of the key components of the participatory preparation of LEEDS is

the constitution of the Coordinating Team composed of members of the LGA. The Coordinating Team takes responsibility for the coordination of all the activities connected with the participatory preparation of the LEEDS document. Consequently, this methodology is accompanied by a manual for the training of the members of the Coordinating Team so that they can be empowered to play the leadership role in the participatory preparation of the LEEDS document. Furthermore, supporting reading materials on the various themes of the training are also prepared to assist the trainer and the members of the Coordinating Team. The three documents, which are closely linked, are therefore important for the participatory preparation of LEEDS in any LGA.

SECTION 2

PRINCIPLES AND BENEFITS OF PARTICIPATORY FORMULATION OF LEEDS

2.1 Introduction

Participatory development planning includes projects or activities that are designed, implemented, monitored, evaluated and adjusted in partnership with the local communities that will be affected by them, and with supporting institutions. Working with local people to formulate development strategies can give good results when it is done well.

2.2 Principles and Benefit of Participatory formulation of LEEDS in Nigeria

To carry people along and promote sustainable development, participatory formulation of LEEDS should be guided by some principles.

2.2.1 Principles

- *Equality:* All the participants have equal right to communicate their ideas and be listen to.
- *Democratic:* Participants through consensus building arrive at decisions.
- *Logic:* Ideas are tested by logical reasoning.
- *Empiricism:* Ideas are checked by empirical experiences, mostly participants' experience.
- *People-centred:* Focus on participant problem or participant needs not on project needs.

2.2.2 Benefits

- Share information on the challenges of development in their communities;
- Identify their own capacity problems and develop strategies to overcome them;
- Build consensus on doing development in the community;
- Defuse local tensions over a controversial project or development,
- Build skills and confidence in local people so that they are more able to carry out their own projects in the future;
- Create a sense of ownership of a project in local people so that it is likely to continue in the long run.
- Participatory planning enables stakeholders to take strategic decisions.

2.3 Facilitation in participatory planning

Participatory planning is a specialized methodology, which requires special skills and techniques for good delivery.

2.3.1 Duties and Responsibilities of a Facilitator

- Create a conducive environment in for the process to be easy and smooth;
- Guide participants throughout the process;
- Help the group stay in focus on the subject being discussed;
- Encourage people to effectively share information, ideas, concerns and knowledge;
- Help people to communicate effectively;

- Manage group dynamics and ensure that people have equal opportunity to participate;
- Keep the work practical and relevant;
- Invite the group to take control of the learning and sharing process.
- Monitor time and process;
- Respond adequately to needs expressed by or observed among the participants;
- Demonstrate that each person's contribution is valuable by proper listening and questioning;
- Coordinate the learning process by the participants;

2.3.2. Attributes of a Facilitator

- Friendly and honest;
- Committed to helping people to learn for themselves;
- Gender and culture sensitive;
- Fair to participants;
- Knowledgeable about development issues

- Communicative;
- Openness;
- Skilful for group management and conflict resolution;
- Time conscious

2.4 Key steps in participatory methodology

- Mobilisation visits to all the wards/villages or communities within the target LGA
- Convening of village/ward meetings/workshops
- Election of community representatives to act as the Coordinating Team
- Organization of a stakeholders' workshop for communities
- Formal drafting the LEEDS document by the Coordinating Team on the basis of the proposals made at the stakeholders' workshop.
- Stakeholders' workshop to review drafted document.

SECTION 3

PARTICIPATORY PLANNING PROCESS

Participatory planning process has four phases. They are: Preparation, Formulation, Implementation and Monitoring and Evaluation.

PREPARATION PHASE OF PARTICIPATION

There are six steps that a facilitator should follow in the preparation phase of LEEDS formulation (**Fig.1**).

Step 1 - Formulate a Clear Terms of Reference (TOR)

These are the duties expected of a facilitating agent. This must be specified clearly by the institution that is supporting the formulation.

Step 2 - Appoint a Facilitator

The appointment of a facilitator should be done either by the L.G.A, an appointed consultant, or in collaboration with other agencies. The facilitator should be an action research team, consultancy firm or an NGO with considerable experience in grassroots development activities

Step 3 – Compose Facilitator’s Project Team and organize first Briefing Technical Workshop

An initial technical workshop should be used to introduce the team to participatory methodology. The team should be knowledgeable on the concepts of MDGs, NEEDS and SEEDS.

MILLENNIUM DEVELOPMENT GOALS (MDGs)

To meet the aims of the millennium declaration, governments signed up to a set of international goals aiming to eradicate key aspects of poverty by the year 2015 – these global goals were called the Millennium Development Goals (MDGs). They are;

- Goal 1. Eradicate extreme poverty and hunger
- Goal 2. Achieve universal primary education
- Goal 3. Promote gender equality and empower women
- Goal 4. Reduce child mortality
- Goal 5. Improve maternal health
- Goal 6. Combat HIV/AIDS, malaria and other diseases
- Goal 7. Ensure environmental sustainability
- Goal 8. Develop a global partnership for development

NEEDS/SEEDS

NEEDS and SEEDS have four goals: Wealth Creation, Employment Generation, Poverty Reduction and Value Reorientation. Nigeria’s strategy to achieve these is organized in three pillars:

Pillar 1: Empowering people through health and other services including safety nets and pension schemes

Pillar 2: Promoting private enterprise through the rule of law, investment in infrastructure, financial reforms, privatization

and deregulation and sectoral strategies.

Pillar 3: Changing the way government works through public sector reforms, budget and expenditure reforms, transparency and anti-corruption and good governance.

A set of benchmarks to monitor and assess state performance on their SEEDS has been developed by National Planning Commission. Which cover the following areas:

- *Policy:* To ensure that the state government develops, publishes and implements a strategy that advances its policy targets including the promotion of participation.
- *Financial and budget management:* To ensure responsible and prudent fiscal management that effectively contains the negative impacts of revenue fluctuation and to establish the budget as a comprehensive, transparent and binding tool for implementation.
- *Service delivery:* To ensure that government strategies to improve service delivery, both in terms of quality and in terms of reach, are developed and can be implemented.
- *Communication and transparency:* To ascertain that policies are planned and implemented in a transparent and accountable manner.

LEEDS

It is within the framework of NEEDS and SEEDS that LEEDS will be

developed for the different LGAs in Nigeria. It will be an attempt to promote poverty alleviation and general development at the grassroots level, involving key stakeholders such as local government officials, civil society groups, private sector participants, community leaders, traditional rulers, women and youths in the process of development at the local government level.

In summary, the objectives of the briefing workshop by the Facilitator to the Facilitating Team are:

- To enable the Facilitating Team to get to know each other and start team building;
- To enable the Facilitating Team to understand the Methodology and the Terms of Reference of the assignment;
- To help the Facilitating team to understand the approaches to be used, which may be different to their normal procedures;
- To promote a common understanding of and commitment to the process; and
- To refresh the Team's participatory assessment skills.

The meeting may need to last for three days including training in participatory methodologies. The first day should focus on general introduction and overview of the planning process while the second day should focus on practical exercises in participatory methods. The third day should focus on the implementation strategies for the participatory formulation of the LEEDS document.

Step 4 - Collect Secondary Socio-Economic Data

Before the Facilitating team moves to the field, existing information on the geographical, environmental, and socio-economic characteristics of the target LGA should be collected. This will provide the background knowledge on the target LGA and also facilitate the planning of the field activities including the identification of key stakeholders.

Step 5 –Preliminary Consultations with the State and LGA Authorities

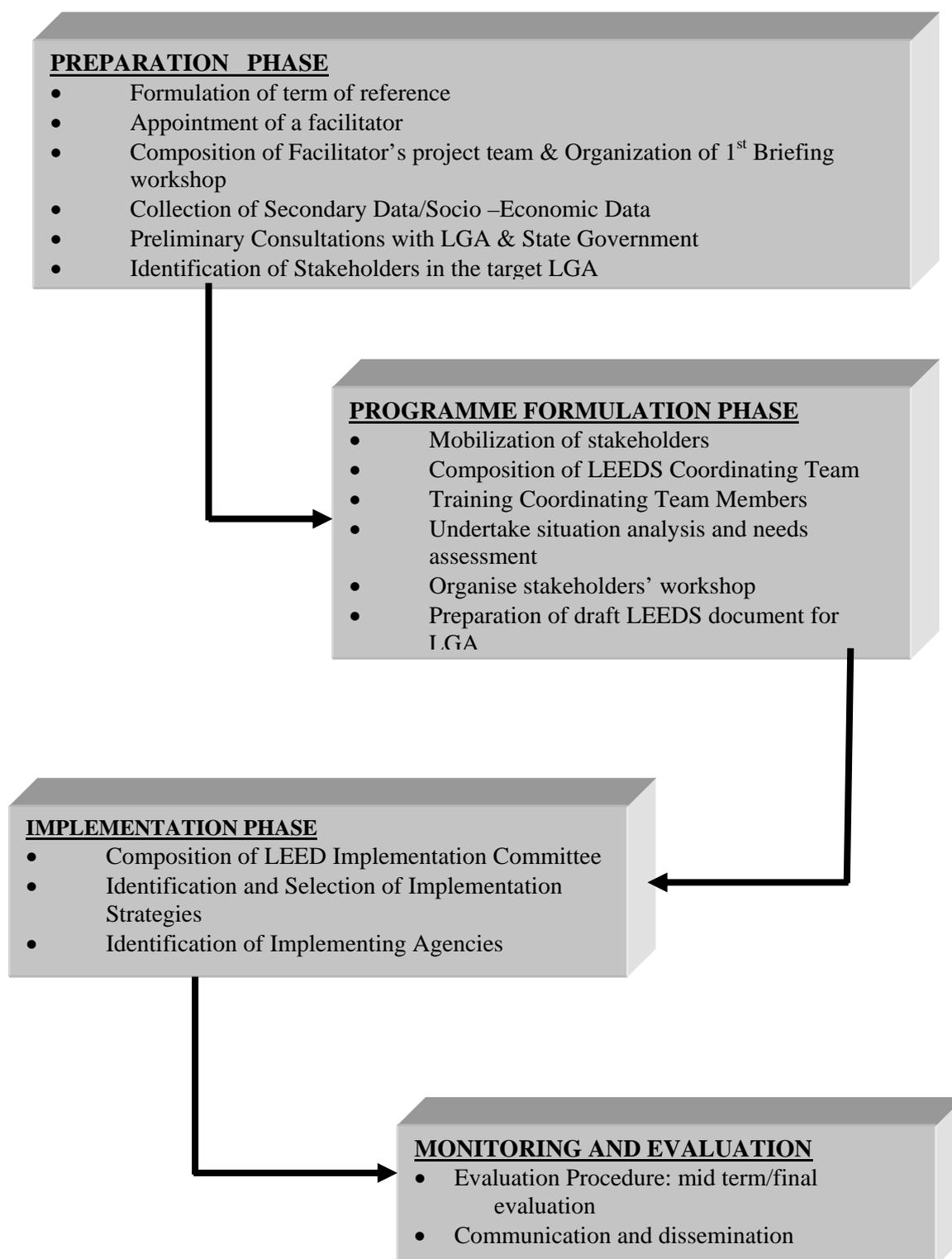
The Facilitator should organize a preliminary consultative forum and consult the relevant authorities of the target LGAs, State Government Ministries, Departments or Agencies responsible for planning and development in the state, the planning commission in charge of development that have equally formulated their

SEEDS and related activities for proper ownership. This should be done by introducing members of the facilitating team and seeking their collaboration with the grassroots stakeholder.

Step 6 - Identify the Key Stakeholders of Target LGAs

The Facilitating Team should identify and recognise the different groups of stakeholders such as traditional heads, clan leaders, chiefs, CBO leaders, women, elders, youth leaders, private sector organisations and local government officials of an LGA either on the basis of their villages, clans, small size settlements or electoral wards; to ensure proper participation and local ownership. Other indirect stakeholders are: state and federal government officials based in the LGA, national and regional NGOs, international agencies and NGOs and other funding organizations (**Fig.2**).

FIG 1: DIAGRAMMATIC REPRESENTATION OF LEEDS PLANNING PROCESS



SECTION 4

PROGRAMME FORMULATION PHASE OF LEEDS

This Chapter provides guidance on the various steps necessary to promote the participation of the grassroots population in the formulation of the LEEDS document. It identifies 7 basic steps to be followed. The Stakeholders and the Coordinating Team members will carry out the activities. The Facilitator will normally oversee the implementation of various activities by the stakeholders and the Coordinating Team.

Step 1 - Mobilise Stakeholders in the Target LGAs

The purpose of the mobilisation and enlightenment visits should be to brief relevant stakeholders within the LGAs about the LEEDS document, which they are expected to participate in its preparation and solicit for their support. Village, community or ward meetings enable the stakeholders to provide their views on development issues affecting their communities and proffer solution.

Step 2 – Put in Place LEEDS Preparation Coordinating Team

The facilitator should compose the LEEDS Coordinating Team (LCT) of 15 to 20 members who must have minimum qualification of Senior Secondary School Certificate or its

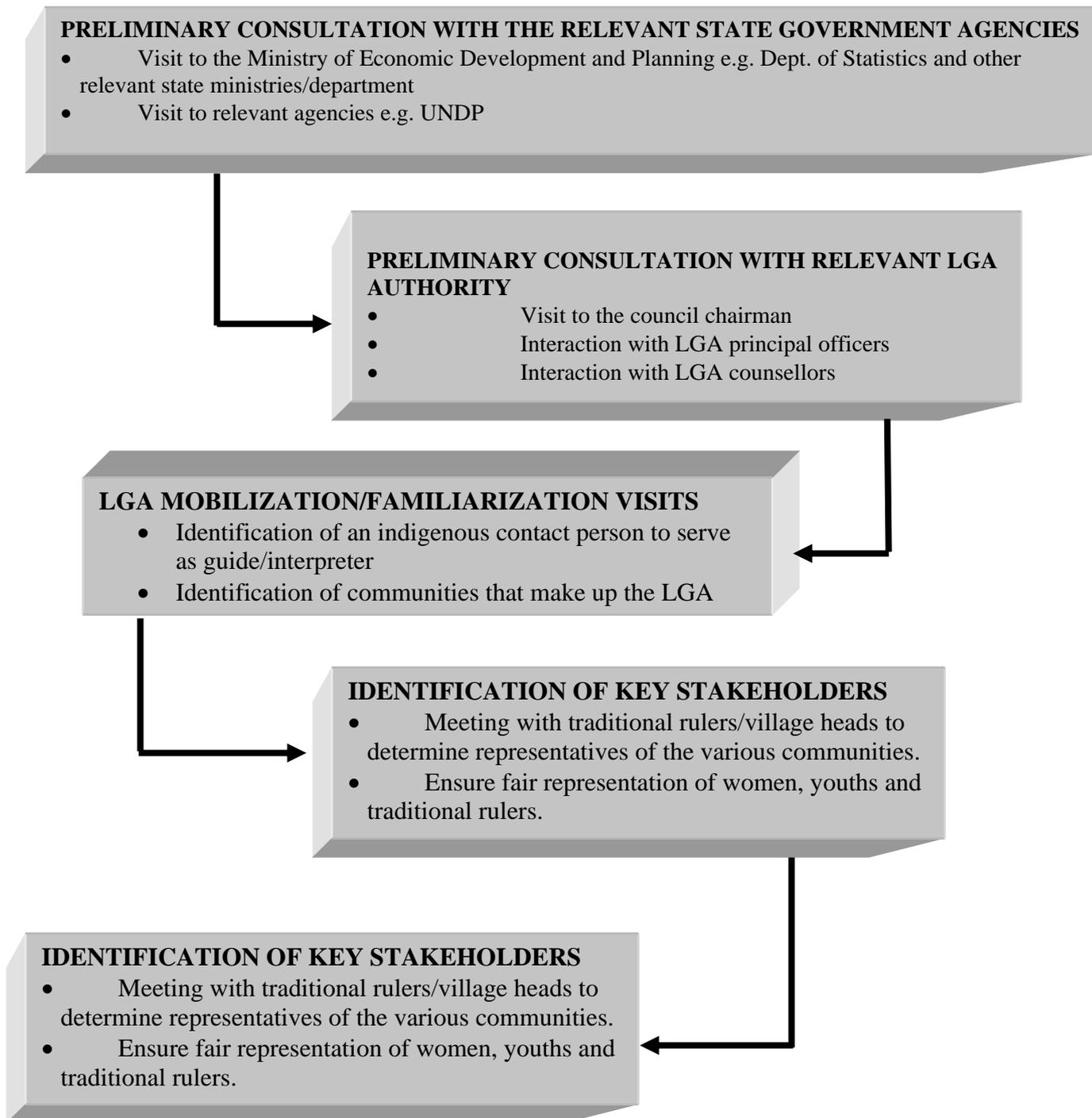
equivalent. Members should be selected from all stakeholders including women, elders, youths and LGA officials who should be democratically elected from the different wards or communities identified in the LGA, under the supervision of the Facilitating Team.

Step 3 - Train Coordinating Team Members

Once the LCT is properly constituted and agreed to, members should be trained by the Facilitating Team to enhance their capacity for the effective coordination of the participatory preparation of the LEEDS document. The elements of the training will centre on:

- General principles of project or organizational management;
- Main components of the MDGs, NEEDS and SEEDS and their relevance to LEEDS;
- Participatory methodology in planning,
- Participatory action research;
- Different forms of participatory consultations with the grassroots population and stakeholders such as focus group discussions, semi-structured interview and participants' observation,
- Participatory workshop organization,
- Key issues in the technical preparation of LEEDS; and
- Implementation and monitoring of LEEDS.

FIG. 2: STAKEHOLDERS IDENTIFICATION PROCEESS FOR THE FORMULATION OF LEEDS DOCUMENT



It should be emphasised to the LCT members that they are not the planning group that would be making final decisions; rather they should be ready to share experiences and build consensus among the stakeholders during the period of interactions. A Training Manual for members of the Coordinating Team is prepared to assist and guide Facilitators in the training activities. The training should last for between five and seven days.

Step 4 – Undertake Situation Analysis and Needs Assessment

There are two aspects of the background information that must be collected in the target LGA.

1. Situation analysis
2. *Needs assessment* - identification of the needs of the target LGA

Situation Analysis

Situation analysis is designed to provide the background information on the socio-economic and environmental conditions in the target LGA with respect to issues such as geographical characteristics, natural resources, economic activities, and the patterns of social and infrastructure facilities (e.g. roads, schools, hospitals and health centres, electricity etc.) The outline of the information needed, which should guide the situation analysis survey, is presented in *Annex A*.

There are a number of approaches that can be used to produce a good situation analysis. They centre on what is generally regarded a Participatory Rural Appraisal (PRA) which enables people to be involved in the assessment of their own development. In general, *situation analysis* should

produce the necessary background information that would provide the overall framework for understanding the peculiarities of the LGA, which could influence the nature of the LEEDS document to be developed.

The sources of information for situation analysis in any target LGA include (i) Key informant interviews; (ii) Semi-structured interviews; (iii) Group Interviews; (iv) Participant observations; (v) Focus group discussions; (vi) Mapping; (vii) Seasonal calendars; (ix) Environmental tours; and (x) Household questionnaire surveys. They are described in details in Annex B.

Needs Assessment

The situation analysis should be complemented by needs assessment. The primary aim is to undertake an analysis of the strength, weaknesses, opportunities and threats (SWOT) to sustain human development in the LGA, towards identification of development priorities. Needs assessments conducted with the participation of the people will strengthen community commitment and enthusiasm for the project. Besides igniting project ideas, it generates data to develop evaluation indicators, as well as helping to create community ownership. A systematic needs assessment consists of the following steps:

- identification of needs;
- prioritizing of needs;
- levelling of needs; and
- considering what needs could be addressed.

Needs assessment should answer the basic question, **who** needs **what** as defined by **whom**? This entails focused discussion with randomly selected stakeholders in the communities of the LGA. Participatory needs assessments which can be used include: structured discussions, popular theatre, resource mapping, semi-structures interview, participants observations, preference ranking, games and open drawing needs assessment depending on the prevailing circumstances.

In view of the fact that a considerable proportion of the data on socio-economic development indices at the community and local government area levels in Nigeria are available, it is usually necessary to carry out additional secondary and primary data collection entailing the techniques elaborated in Annex B.

The information to be collected from secondary and primary sources would focus on generating the information which will provide input into the formulation of the LEEDS document including:

- ❑ *Human Development Index Components*
- ❑ *Patterns of partnering amongst stakeholders*
- ❑ *Socio-economic data by state and or local government.*
- ❑ *Distribution of basic social and infrastructure services*
- ❑ *HIV/AIDS and impact on different sectors of the economy and social life*

- ❑ *Ecological status of the region (environmental indicators by region and state), and so forth*
- ❑ *Conflict, causes and resolution patterns*
- ❑ *Access to credit*
- ❑ *Income distribution by households' heads and individuals*
- ❑ *Indicators of poverty and well-being*
- ❑ *Traditional livelihoods of the local population*
- ❑ *Educational Status of Population*
- ❑ *Population size, growth and distribution*
- ❑ *Population movement and migration*
- ❑ *Population composition/Structure*
- ❑ *Marital Status Patterns*

Step 5 – Conduct Stakeholders' Workshop on LEEDS Formulation

The workshop is to provide an opportunity for the stakeholders to make their substantive and practical inputs into the LEEDS document.

The workshop should be used to:

- ❑ promote the participation and partnering of key stakeholders in the preparation of the LEEDS document.
- ❑ discuss issues of concern with stakeholders with respect to the formulation of the LEEDS document for their LGA;
- ❑ review, with stakeholders, the findings of the situation analysis and participatory needs assessments in the LGA concerned;
- ❑ agree on the outline of the issues to be included in the LEEDS document for the LGA;
- ❑ produce a draft outline of LEEDS including a goal with the broad

objectives, specific objectives and activities imperative for their achievement.

The Workshop participants may include (i) the Facilitating Team; (ii) the Coordinating Team members which carried out the situation analysis and needs assessment under the supervision of the Facilitating Team; (iii) traditional rulers or their representatives; (iv) community leaders; and (v) representatives of women groups; youth groups; community-based organisations and NGOs; private sector enterprises; and Government (Local and State). A typical workshop programme should last for a period of 3 – 4 days

The Facilitating team shall perform the following important functions during the workshop:

- Manage the overall process;
- Create and maintain a positive working atmosphere;
- Ensure that all members of the group are able to participate actively;
- Introduce the planning concepts;
- Explain and guide the group through sequence steps;
- Stimulate the group to explore the issues by using appropriate questions;
- Visualise the inputs required at each step;
- Help the group to check the logical relationship of ideas that develop in the process; and
- Ensure that the process and outputs are properly documented.

Step 6 - Prepare Draft LEEDS document for the LGA

The LCT should use the workshop outputs to prepare a draft LEEDS document for the target LGA under the supervision of the Facilitating Team. This process should be carried out with some care, and must be people-driven.

Some of the key themes, which could be addressed in a LEEDS document, include:

- ***Empowering the people:*** The LEEDS document should specify, in a participatory way, strategies to improve the lives of the people through; creating jobs; providing affordable housing; improving health care services, controlling the HIV/AIDS epidemic; strengthening the skill base of the people; protecting the vulnerable such as rural and urban poor, people living with HIV/AIDS, women, widows, and victims of violence.
- ***Promoting private enterprise:*** The LEEDS document for any LGA should reflect the need to create an appropriate environment for improved participation of the private sector in economic activities.
- ***Governance and implementation issues:*** The document should specify the role of the LGA authority in facilitating socio-economic development by providing infrastructure support, promoting value re-orientation,

promoting communication and transparency, effective budget and fiscal management by the LGA authority, promoting participation of all key stakeholders in decision making; articulating strategies for the LEEDS documents implementation; and the monitoring of the implementation of the LEEDS document.

The contents of the draft LEEDS should:

Specify the vision, mission, principles and values for the target LGA LEEDS in a participatory manner:

- A vision is an imaginary perception of the kind of environment that an individual, organisation or society aspires to create within a broad time horizon as well as the underlying conditions for the actualisation of the perception (e.g. making an LGA great, peaceful with a prosperous economy for sustainable growth and development);
- A *mission statement* articulates the means of achieving the articulated vision (e.g. increasing the access of citizens to improved quality social services and infrastructure; emphasising public-private partnership in all aspects of economic and social development etc.);
- In general, the *principle* of LEEDS, as in the case of NEEDS and SEEDS, should be based on the Fundamental Objectives and Directive Principles of State Policy as contained in the 1999

constitution of the Federal Republic of Nigeria.

- The *values* of the LGA will depend on what the stakeholders regard as their most important concern at a particular period of time (e.g. promoting peace, culture, patriotism, good governance, equality, justice, efficiency, tolerance and accountability).

➤ **Set specific targets in a LEEDS document**

The development targets for LEEDS must follow the SMART principle (i.e. be specific; measurable; achievable; realistic and time-bound). Typical examples are as follows:

- ✓ **Specific** - 'an increase in primary school attendance' NOT 'better education for all Nigerians'
- ✓ **Measurable** - 'an increase in school attendance by 10 % or 100,000.'
- ✓ **Achievable** - money and human resources are available and there is enough time to execute the programme or project.
- ✓ **Realistic** - parents do want to and can send their children to school.
- ✓ **Time-bound** - 10 % increase in school attendance by 2012.

A major step in the formulation of a LEEDS document is to identify the local government and state government policy and set clear achievable targets which will meet all the people's needs and desires. When setting targets for LEEDS, it will be essential that the responsibility for meeting each target be clearly defined. They must be within the legislative

competence of the organisation to which the target is assigned and within its ability to deliver. Particular care should be taken when looking at targets, which require complementary actions, by different tiers of government. Primary education is a key example, since it involves all three tiers: Federal, State and Local Government.

➤ **Specify indicators of achievement**

✓ Appropriate indicators are imperative for the monitoring of the performance and achievements in any of the sectors of LEEDS. For example, if the target is to reduce poverty among rural women and youths in a target LGA, then indicators of achievement could be as follows:

- Percentage of women empowered through income generating activities
- Percentage of youths trained in skill acquisition programmes

□ **Indicate the Expected Outputs**

➤ In designing any LEEDS activity there are expectations on the part of the stakeholders that certain positive results will be achieved after the implementation of the activities. It is in this context that expectations should be identified as expected outputs. For example, if one of the aims of the agricultural development activities in the LEEDS programme of a

target LGA is to organise farmers into cooperatives for collective action regarding improved farming methods and marketing, then the expected outputs should include:

- Increased in number of farmers cooperatives in the target LGA
- Increased in number of farmers that are using fertilizers and modern farming techniques
- Improved income for farmers in the target LGA by about 25 percent

□ **Allocate appropriate resources for the implementation of LEEDS**

➤ Budgeting is as much about planning as it is about finance. Without careful plans, it is impossible to budget; but without budgets, plans cannot be realised and costed effectively. A **budget** is a comprehensive financial plan that sets forth a preferred route for achieving desired goals and objectives within specified period of time. It will greatly influence the nature and dimensions of the activities in LEEDS that could be supported and implemented. Budget criteria may include:

- project components/elements;
- duration of the project components;
- number of beneficiaries/personnel;
- frequency of activities;

- cost sharing arrangements between project holders and donors;
- other elements (e.g. stipends, organization development, contingency etc).

In view of the uncertainty of budgeting, it is advisable for LEEDS to focus its attention on activities that have been identified by the people for the development of their LGAs. The priority to be given to the execution of any activity by the implementing agencies will be determined by the priority, which the people of the LGA attach to specific programmes in the LEEDS document.

Step 7 – Organize second stakeholders’ workshop to review and approve the LEEDS document for the LGA

The objectives of the workshop should be to (i) review and finalise the LEEDS document and (ii) prepare a draft Implementation Action Plan. A broad spectrum of LGA stakeholders including women representatives, village community representatives, Community-based Organisations, youths, Local Government Officials and private sector operators should take part in the workshop. The number of participants will depend on the size of the LGA. Appropriate workshop methodology should be used to present the key elements of the draft LEEDS and evolve substantive inputs from participants for the finalization of the LEEDS document over a period of 1 to 2 days.

Some challenges facing the adoption of the methodology and suggested solutions

Following the use of the methodology in twelve Local Government Areas coupled with the input of the participants at the stakeholders’ validation workshop held in Akure under the auspices of the UNDP on 26th-28th July 2006, some challenges facing the adoption of the methodology in the preparation of LEEDS and suggested solutions were identified as outlined below.

Challenges

- Lack of political will to promote participation
- Poor funding of local governments
- Ineffective Implementation of target projects
- Low capacity of the LGA to face the new task of the formulation of LEEDS
- The need for the sustainability of the methodology on the formulation of LEEDS document and its implementation
- Problem of co-ordination among the 3 tiers of government, their agencies and the stakeholders
 - Who should Co-ordinate LEEDS formulation in the LGA?
 - Who should Co-ordinate ideas from the stakeholders?
 - Who should liaise between the government and stakeholders
- Getting good facilitators
- Ensuring adequate representation of the entire LGA communities
- The problem of physical accessibility to local communities

- Active participation of every representative in the formulation activities
- Inadequate data at the local level to guide planning decisions
- Community apathy which can affect their participation
- Breaking the tradition of non-democratic way of governance through value re-orientation
- Poor Capacity of community members
- Lack of participants in NEEDS draft
- Lack of LGA Council commitment
- Ensuring continuity after change of government
- Financing of the process
- Integration of LEEDS in normal budget
- Integration/co-ordination of LEEDS with existing LGA activities
- Poor capacity of Department of personnel management (DPM) at the LGA
- Poor popularization and awareness of LEEDS
- Identifying the real stakeholders concerned in each LGA
- Lack of trust in government activities by the people at the grassroots
- Training and re-orientation by the state and local government with support of development partners.
- Set measurable and achievable targets – LEEDS benchmarking exercise in all the local governments.
- Institutionalising the LEEDS process
- Mobilisation and sensitisation for the challenge of adequate representation
- Ensuring active participation and generating adequate data
- Establishment of LEEDS ownership
- Presentation of draft to the people and ensure accommodation of local request and contents
- Building of LEEDS on existing programmes
- Capacity building at local level on relevant developmental topics
- Entrenching LEEDS as part of political manifesto
- Advocacy programme for political leaders
- Emphasize long term vision rather than monetary issues
- Sustainability by ownership through commitment in cash or kind
- Ensure an enabling legislation/budgetary allocation for LEEDS by state house of assembly
- Value re-orientation through education and advocacy
- Show good example from the top through the involvement of head of personnel to ensure continuity
- Regular data collection by LGAs
- Activation of research and statistics unit of LGAs
- Ensure budget for data collection at local level

Suggested Solutions

- Promoting the involvement of LGA officials in the process
- Political will: Leaders need re-orientation, enlightenment, and education and awareness
- Broad based funding by communities, LGA, State, Federal, Development partners
- Broad based implementation committee involving all the relevant stakeholders

Benefits of the participatory LEEDS formulation methodology as articulated by the stakeholders

- It deepens democracy and good governance
 - It enhances the capacity of the people of managing their progress
 - It engenders spirit of ownership
 - It engenders the sense of belonging
 - It contributes to gender equality and poverty reduction
 - It expresses the communities needs
 - It reduces friction
 - It contributes to create a consistent developmental framework for the three tiers of government
- It discourages the feeling of been alienated, e.g. The Niger-Delta region
 - People ownership of the LEEDS document
 - Promotes transparency and accountability
 - Helps the Local council to be systematic in their approach to development of their LGA
 - Enhances and broadens sources of support for development
 - Encourages continuity in project implementation
 - Reduces conflict and engenders mutual understanding and unity and grassroots development
 - Encourages synergy, harmonisation and integration of all the 3-tiers of government in development

SECTION 5

IMPLEMENTATION PHASE

At the stage of implementation, the LGA authority is expected to play a leading role assisted by the Coordinating Team but the Federal and State Governments will also be involved in the implementation of the programmes in LEEDS. As expected non-state actors such as international agencies and other donors, local NGOs, the private sector and the communities through their CBOs should normally play important roles in the implementation of LEEDS.

There are two critical stages for an effective implementation of LEEDS: (i) putting in place a functional implementation arrangement; and (ii) an effective monitoring and evaluation system.

5.1 Implementation Arrangement

For LEEDS implementation effectiveness, it is recommended that the Office of the Local Government be

made the coordinating agent. It shall have the responsibility for the overall management of the programme and will be accountable to the people of the LGA. There shall be a LEEDS Programme Implementation Committee (LPIC), which shall serve as the apex structure for the management of LEEDS-related programmes at the Local Government level. It will comprise the representatives of key stakeholders, particularly those that formed the Coordinating Team for the formulation of LEEDS. At least two planners in the LGA should be included in the membership of the LPIC. The LPIC shall provide policy direction for the programme implementation. As much as possible, direct programme implementation will be sub-contracted to competent public/private sector organizations and proven civil society organizations. Assistance for good implementation could be sought from the Federal and State Governments as well as donor agencies with Comprehensive management guidelines provided.

SECTION 6

MONITORING AND EVALUATION PHASE

The monitoring of LEEDS programme implementation to provide early indications of progress, or lack thereof, should be done regularly by all parties involved in the programme implementation through various mechanisms, including field visits, systematic reporting, quarterly meetings of the Local Project Implementation Committee and annual review meetings. Reports of field visits, quarterly progress reports and annual programme performance reports will be produced.

Financial monitoring should be undertaken on quarterly basis to ensure that disbursements and expenditures for programme activities are carried out in accordance with the rules and procedures of the LGA. To support financial monitoring, a yearly in-depth audit to cover both financial and management issues should be carried out for the Programme, using the services of independent audit firms and in close collaboration with and under the guidance of the State Auditor-General's office.

Evaluations should be held to assess systematically and objectively the relevance, performance and success of the programme. Since the LEEDS Programme will be a medium-term (4 – 5 years) development initiative, it could be subject to at least two programme-wide evaluations. A mid-term evaluation should be undertaken two years after the commencement of programme activities. It should assess

programme relevance and strategy for the production of expected results in the areas of thematic interventions. The second comprehensive evaluation should be held at the end of the programme cycle, before a rollover of development interventions. The LPIC and other relevant LGA institutions shall have the primary responsibility for monitoring and evaluation and reporting to the local government for the overall impact and contribution of the programmes to the sustainable human development of the LGA. The monitoring and evaluation plan shall be based on result-oriented monitoring and evaluation methodology, such as the current UNDP M&E procedures. It shall also use the baseline indicators provided in the LEEDS document to assess achievement and relevance performance.

The public should be given every opportunity to participate directly in the monitoring to assess the impact of LEEDS implementation on the quality of their lives. The public must also have access to monitoring information at all levels - from audit reports and departmental or line agency reports to the conclusions of major surveys like CWIQ.

6.1 EVALUATION PROCEDURE

The project should be subjected to at least two evaluation procedures as follows: -

(i) *Mid-term Evaluation*

A Mid-Term Evaluation should be undertaken at the end of the second year of implementation. The Mid-Term Evaluation should determine progress being made towards the achievement

of outcomes and will identify course correction if needed. It should focus on the effectiveness, efficiency and timeliness of project implementation; should highlight issues requiring decisions and actions; and will present initial lessons learned about project design, implementation and management. Findings of this review should be incorporated as recommendations for enhanced implementation during the final half of the project's term. The terms of reference and timing of the mid-term evaluation should be decided by the LPIC since the LPIC serves as the apex structure for the management of LEEDS related programmes at the LGA level.

(ii) Final Evaluation

A Final Evaluation should take place three months prior to the end of the programme, and will focus on the same issues as the mid-term evaluation. The final evaluation should also look at impact and sustainability of results, including the contribution to capacity development and the achievement of global development goals. The Final Evaluation should also provide recommendations for follow-up activities. The Terms of Reference for this evaluation also be provided by the LPIC

6.2 Communications and Dissemination

Appropriate communication strategy must be put in place to ensure a wide dissemination of the LEEDS contents to all the stakeholders in the target LGA. This is because a good knowledge of the LEEDS document

can provide the basis for action by some communities in terms of seeking support from both the state and non-state actors in the development field for the execution of some of the programmes articulated for their communities. It can also enhance monitoring of the activities of agencies involved in the implementation of components of LEEDS in their communities.

Apart from the stakeholders within the target LGAs, communication and dissemination to other relevant agencies of the Federal and State Governments, donor agencies, private and non-governmental organisations in the country should be the target of such dissemination.

Basically, the Local Government Authority, which is the main custodian of the LEEDS document, and the LGA-based Coordinating Team should play key roles in the dissemination of the LEEDS document to the stakeholders within and outside the LGA. Some of the means of dissemination that can be used include the following:

- Organized community-based public fora (forum or village meetings)
- Policy dialogues at LGA and State levels;
- Advocacy through local news media (radio, news papers, handbills, bulletins) in the LGA and the State;
- Use of community-owned information and communications systems such as drama, forums etc. to convey key aspects of the LEEDS document by the

stakeholders themselves and thereby stimulate further action, especially the monitoring of programmes implemented in their communities;

- Sharing experiences and best practices for meaningful development impact.

Some challenges facing the implementation, monitoring and evaluation of LEEDS and suggested solutions

As in the case of the methodology for the formulation of LEEDS, the participants at the stakeholders' validation workshop held in Akure under the auspices of the UNDP on 26th-28th July 2006, also identified some challenges facing the implementation, monitoring and evaluation of LEEDS and suggested solutions as outlined below.

Challenges

- Proper preparation of LEEDS document according to guidelines
- Unavailability of funds
- Inadequate capacity of the Implementation committee in implementation, monitoring and evaluation process
- Adherence and compliance to strategies and targets
- Corruption
- Lack of political will
- Lack of good governance
- Gap between participatory method and finance
- Composing the LPIC (Local Project Implementation Committee)

- Integration of LEEDS in LGA budget
- Ensuring sustainability of LEEDS implementation even when government changes
- Lack of co-ordination among the 3 tiers of government and their agencies
- Choice of members of the implementation committee
- Commitment of implementers
- Collaboration of various implementers to avoid duplication and
- Identification of the 'right' implementer of each task (not always LGA)
- Poor funding of monitoring and evaluation
- Selection of right people in Monitoring and Evaluation to avoid politicisation
- Making monitoring participatory to increase accountability and chances of implementation
- Timely availability of resources
- Predictability of resources
- Potential tensions between LPIC and 'ordinary staff' of LGA due to resentment
- Follow up of monitoring and conclusion of recommendations to be done
- Clarification of roles and responsibilities in monitoring
- Transparency, accountability and value for money in the implementation
- Public information to ensure expenditure in relation to budget availability
- Dissemination of LEEDS documents
- Disciplinary action and sanctions against implementers

- Monitoring and Evaluation capacity in LGA

Suggested Solutions

- Monitoring and Evaluation capacity in LGA
- Strict adherence to TOR (Terms of Reference)
- Realistic funds projection
- Establish an efficient monitoring and evaluation system at the Local government authority
- Strengthen capacity of the LPIC and the Local government officials on monitoring and evaluation
- Establishment of an effective functional due process office at the Local Government authority
- Institutionalisation of Civil Society Organisations in the participation of monitoring and evaluation
- Civic education for every body.
- Moral rebirth or value re-orientation
- Legislation on LEEDS document to make it binding but first ensure commitment
- Ensure that every project started will be completed before end of change of government
- At least appreciate and recognise LEEDS
- Publicity through official launching of LEEDS document to make it attractive
- Ensure long term visions (2015) and make/plan practical steps in between
- Include political leaders as target group of publicity
- Regular meetings for monitoring & implementation committee (involving all stakeholders)
- Choice of committee members (LPIC) not to be politicize
- Key members of co-coordinating team should be part of monitoring committee
- Ensure representation of each department of LGA in the LPIC
- Programmes and budget should be derived from LEEDS
- Ensure that sincerity, accountability, honesty, transparency as key principles of implementation
- Ensure enough detail in the plan to enhance implementation though prioritisation of programmes and projects
- Have action plans with details of time line and responsibilities
- Promotion of revenue generation
- Ensure establishment of good feedback mechanism
- Identify content of monitoring and ensure follow-up of recommendation
- Constant monitoring with stakeholders
- Ensure independent evaluation
- Ensure publicity and communication all through including political leader, making publicity attractive
- Official launching of LEEDS document with fun fare

PART B:

The Example of Participatory Formulation of LEEDS in Akoko Northwest, Ondo State

SECTION 1

BACKGROUND

1. Introduction

Poverty in Akoko North West Local Government Area of Ondo State, as in most other parts of Nigeria, has become a major problem. With over 55 per cent of the population of the LGA below poverty line, that is, in extreme poverty, the challenge of poverty reduction is a major one in the LGA. Poverty implies all associated problems of low incomes, poor education and health, malnutrition, as well as exclusion from decision making. Nigeria's response to poverty reduction and the attainment of the Millennium Development Goals was the articulation of the *National Economic Empowerment and Development Strategy* (NEEDS) and the state equivalent known as the State Economic Empowerment and Development Strategy (SEEDS). Over the years, policies and programmes designed to alleviate poverty at the grassroots level in most parts of Nigeria had often not involved the grassroots population as key stakeholders. An examination of the methodologies used for the formulation of NEEDS and SEEDS in Nigeria so far indicates that grassroots participation has been minimal.

There is no doubt that most of the action programmes articulated in NEEDS and SEEDS are taking place in the grassroots communities and these would have considerable impact on the people in these communities. It is within the framework of NEEDS and SEEDS that Local Government

Economic Empowerment and Development Strategies (LEEDS) should be developed for the different LGAs in Nigeria. LEEDS is, therefore, an attempt to promote poverty reduction and general development at the grassroots level involving key stakeholders, such as local government officials, civil society groups, private sector participation, community leaders, traditional rulers, women and youths, in the process of development at the local government level. Consequently, the *United Nations Development Programme* (UNDP) has commissioned the *Centre for Population and Environmental Development* (CPED) to facilitate the participatory preparation of LEEDS in Akoko North West Local Government Area of Ondo State.

2. Goal and Principles of Akoko North West LGA LEEDS

The main components of the mission of the LEEDS document of Akoko North West LGA include the following:

- Promotion of efficiency and effectiveness in the implementation and execution of programmes for the benefit of the people of the LGA
- Fostering the values of patriotism, honesty, hard work and diligence, merit and excellence, trust worthiness, personal discipline, tolerance, mutual respect, justice, fairness, love, care, compassion and peace.
- Inculcating modern management techniques and procedures in the delivery of social and economic services in order to increase rapid productivity and service delivery to the public

- Ensuring security of life and property, economic and social well-being of the people to enable the LGA economy to prosper.
- Strengthening partnership in working with the private sector, a better appreciation of the wealth-creating and job creation capacity of the sector and process through various Departments of the Council so as to create an enabling environment for the development of the LGA.

3. Participatory Methodology

The Akoko North West LGA LEEDS was prepared through the participation of all the key stakeholders at the grassroots level in the LGA and facilitated by CPED. Consultations were held with the Ondo State Government officials, specifically those in the Ministry of Finance and Economic Development, the Akoko North West Local Government officials, especially, the Chairman and heads of the various departments, and the major stakeholders in all the 50 communities/villages in the LGA. These community-based stakeholders include: traditional rulers, women groups, men groups, youth groups, community-based organisations (CBOs), and representative of the private sector. With the collaboration and participation of all the stakeholders, a LEEDS preparation coordinating team of 25 members was put in place to manage the preparation of the LEEDS document for the LGA. The coordinating team members were trained by CPED for a week so as to introduce them to key issues involved in the preparation of the LEEDS document. Thereafter the coordinating

team became key participants in the action research and baseline survey, the organisation of the consultative stakeholders' workshop in which 195 representatives of the identified stakeholders took part and made their input into the identification of the priorities which the LEEDS document should take into consideration. The coordinating team members then carried out the technical preparation of the LEEDS document under the supervision of the CPED facilitating team. There was a second stakeholders' workshop attended by 150 participants to validate the draft of the LEED document for the LGA before the report was finalised.

4. Baseline survey and situation analysis

In order to provide the background to the preparation of the Akoko North West LGA LEEDS document, an action research was carried out on the baseline situation in the LGA using mainly the *Core Welfare Indicator Questionnaire (CWIQ)*. The key elements of the findings including the following:

- **Population and Demography:** The 1991 census figure puts the Akoko North West LGA population at 121,724. The projected population by the Department of Research and Statistics of the Ondo State Ministry of Finance and Economic Planning as at December 2005 is put at 173,111. The LGA has a population density of 244 persons per square kilometre as at the year 1991 and 354 persons per square kilometre in 2005. The population

distribution by gender as at 1991 is almost equal, with 60,060 males and 61,664 females. The distribution by age shows that the proportion of children 14 years and below is 39.5 percent and between 15 and 64 years is 53.07%. The findings of the baseline survey confirm the pattern noted above as youths below 30 years old constitute over 57 per cent of the population. There is no significant migration of people into the LGA from other localities as the findings show that 97 per cent of the surveyed heads of households are non-migrants.

- **Economic Activities:** The major economic activity in Akoko North West LGA is agriculture; mainly farming and fishing. They provide employment for about 58 % of the working population. Blessed with favourable climate and rich fertile soil, Akoko North West people have potentials for agricultural development. The major agricultural products are cassava, yam, plantain, banana, maize, etc. Cash crops such as oil palm, palm kernel, and cocoa are also cultivated in the area. The problems of small scale agricultural production in Akoko North West LGA are largely similar to those in other parts of Nigeria. The findings of the baseline survey shows that a large proportion (38.5 %) of the farmers have between 1 and 2 hectares of land. Such land available to the farmers is generally in smaller sizes located in different areas within their communities. Despite the small size of farm land

available to the farmers in the LGA, most of them do not use any inputs to improve their productivity. The levels of mechanisation employed in agriculture are low. The findings of the survey show that the vast majority of the farmers (65 %) do not use any form of inputs in their farming activities. The baseline survey shows that over 23 per cent of the employed members of the sampled households were employed in small scale non-agricultural activities in the LGA. The problems of small scale non-farm activities in Akoko North West LGA are largely similar to those associated with agricultural production. They are small in size and in terms of the number of people employed, they do not operate from fixed premises, capital investment is limited, access to credit is non-existent, except the traditional *esusu*, they are not registered officially as enterprises, capital invested is low and thus the income generated is generally low and often below poverty line. With respect to employment, the *Core Welfare Indicator Questionnaire* survey shows that 20.7 per cent of the population were unemployed, 35 per cent were underemployed,

- **Education:** There are different tiers of educational institution in Akoko North West LGA ranging from pre-primary to tertiary institutions including 12 Nursery/primary schools, 54 primary schools, 17 secondary schools, and 1 vocational/adult literacy schools. The findings of

the baseline survey show that that the state of education facilities in the LGA is below standard, especially in terms of the infrastructure facilities available in them. Most of the public schools have poor facilities. The poor state of public schools is disturbing because the findings of the *Core Welfare Indicators Questionnaire (CWIQ)* Survey show that over 89 per cent of the pupils in primary and secondary schools attend public schools. The findings however show that the literacy rate in the LGA is 88 per cent while there are no significant gender differences in primary and secondary school enrolment.

- **Health:** Akoko North West LGA is essentially characterized by poor health facilities. There is no public hospital in the entire LGA. The available primary health centres are in a poor state, physically and in terms of personnel available. The findings of the *Core Welfare Indicators Questionnaire (CWIQ)* survey show the negative effects of the poor health facilities on the health situation and utilisation. It was found that over 22 per cent of the respondents in different parts of the LGA indicated that they were sick or injured during the four weeks before the survey which demonstrates a relatively high rate of illness among the people in the LGA. The survey reveals that 41.6 per cent of the people in the LGA take 30 minutes or less to reach the nearest health facility. On the other hand, 5 per cent of the surveyed households take over one hour to get to the nearest

health centre. The survey shows that about 30 per cent of the people reported general dissatisfaction with the available health care facilities in the LGA. It was found that the vast majority of those who reported that they were sick during the four weeks before the survey suffered from malaria which again shows that malaria is the major cause of sickness in the LGA.

- **HIV/AIDS:** Lack of data is a major constraint to the analysis of the HIV/AIDS situation in Akoko North West LGA. However from interactions among the participants in the LEEDS formulation activities, it is believed that there is a low level of infection in the LGA. They noted that the rate could rise if there is no consistent effort to educate the people on the dangers of the epidemic. Determinants of HIV/AIDS epidemic are similar to those found in other Nigerian HIV/AIDS infected areas. The social dimension involves the existence of commercial sex workers, the non-acceptance by religious and conservative groups of all proven HIV/AIDS preventive methods, especially condom (less than 30%) and sexual abstinence.
- **Environment:** Compared with the situation some thirty years ago, the present environment of the Akoko North West LGA is considerably under pressure and basically stressed. With rapid population growth, which has basically doubled the number of people normally resident in the

LGA during the last thirty years, there has been increasing pressure on the forest resources as the practice of shifting cultivation still characterise farming activities in most parts of the LGA. Yet the number of people who today depend on the forest land for sustainable development has increased remarkably. For example, more people in the larger settlements within the LGA and in nearby LGAs depend on forest products for living including the supply of firewood. Soil productivity is presently very low because of poor land use practices. Soil erosion is threatening some communities in the LGA arising from the unsustainable use of the limited land available. Floods also characterise many communities in the LGA during the raining season.

- **Gender, Youths and Children:** Women in Akoko North West play crucial roles in the development of the LGA. The baseline survey shows that women's rights in the LGA is often violated, and women are discriminated against since they do not enjoy equal rights with their male counterparts on all issues. Their opinions and decisions on even sexual reproduction are controlled by men due to some cultural inhibitions. It is heart-warming that girls are encouraged to attend schools as boys in the LGA as the enrolment of girls is equal to that of boys. The findings of the Core Welfare Indicators Questionnaire survey shows that over 52 per

cent of the women in the households sampled in the LGA are involved in food crop farming as their main occupation while fishing, food processing and trading accounted for the remaining proportion. At the same time the survey shows that women are in addition also involved in household activities such as fetching water, fetching firewood and other household chores. In fact the results of the survey show that women spend most of their time in unpaid household work compared with economic activities. The effects of women's hard work in the LGA are their remarkable contributions to major household expenses. The findings of the *Core Welfare Indicators Questionnaire* survey show that women are major contributors to household expenses on education, food, clothing and health. Yet women in the LGA have limited access to, or control over, resources and means of production such as farm land, credit facility and rarely take part in decision making on issues affecting them. Often their contribution to decision making is largely restricted to feeding and clothing and perhaps education because most of them contribute to the expenses of their children in schools. Youths constitute the productive force of any given population. The major problems associated with youths in Akoko North West LGA include unemployment, lack of adequate skills for the job market, which is today technologically oriented, drop out from schools and their

involvement in a variety of anti-social activities. The baseline survey of the LGA shows that over 38 per cent of the population of the sampled households constitute youths and the vast majority of these are not in any employment, although some of them are in still educational institutions. The baseline survey results show that children aged 14 years and below constitute over 23 per cent of the population in the sampled households. This suggests that children constitute a major segment of the population in Akoko North West LGA that must be catered for in terms of welfare and education to prepare for the future.

- **Infrastructure:** Akoko North West LGA has two major roads traversing some parts of the LGA. The first road is from Okeagbe the headquarters of the LGA to Ikare while the second is from Ikare through Arigidi, Ikaram and Ajowa to Ayere in Kogi State. All the major settlements and villages in the LGA have electricity supply. Water is supplied to parts of the LGA from boreholes, springs and rivers. The findings of the *Core Welfare Indicators Questionnaire (CWIQ)* survey show that houses are generally of poor quality, the vast majority (over 52 %) obtains water from unsafe sources, toilet facilities of the majority of the households are unhygienic and there are no refuse collection facilities as most of the households dump their refuse in bushes around their residential dwellings. The electrification of the

LGA is fairly adequate as most communities are covered by electricity. However most households cannot afford the use of electricity in their households due to cost constraints. This is reflected in the findings of the baseline survey in which only about 34 per cent of the households indicated that they use electricity as the source lighting in their homes. It was found that about 53.5 per cent of the dwellings in the LGA could be said to have good means of sanitary disposal. A significant proportion (40.6 %) of the households use a variety of toilet facilities such as unidentified types behind their compounds and in the open spaces and rivers.

- **Safety Nets for Vulnerable groups:** Whatever the indicator that is used to measure poverty in Akoko North West, the findings of the baseline survey shows that poverty is prevalent in the LGA. A significant proportion of the households, especially the youths have no employment, women who contribute remarkably to economic activities are also burdened by household chores which negatively affect their productivity, and about 52 per cent of the people in employment earn less than 1 US dollar per day indicating that a large proportion of the population live in extreme poverty. The indicators with respect to access to health, education potable water, environmental sanitation, housing, empowerment and participation in decision making all show that poverty is a

major problem of the Akoko North West LGA. The findings of the *Core Welfare Indicators Questionnaire* with respect to the perception of their economic situation by the people of the LGA shows that 26.0 per cent of the respondents in the LGA indicated that the economic situation in their community is much worse than it was a year ago while 38.0 reported that it is a little worse now. The proportion of respondents that indicated that the economic situation of their

community is still the same as it was a year ago is 14.0 per cent. Regarding the proportion of respondents that reported a positive situation, 18.0 per cent of the respondents indicated that the economic situation is a little better now compared with a year ago while 4.0 per cent reported that the situation is much better. It is obvious that poverty as perceived by the grassroots population is indeed a major problem in the LGA.

SECTION 2

DEVELOPMENT VISION OF AKOKO NORTH WEST LOCAL GOVERNMENT AREA

2.1 Introduction

Akoko North West LGA of Ondo State is moderately populated area with a considerable number of medium size urban centres. The LGA has comparative low level of development with very low-income, making the people live in poverty as reflected in the findings of the baseline survey. Major challenges of the LGA relate to the need for improved educational facilities, adequate water supply, improved health facilities, improved knowledge and positive response to HIV/AIDS epidemic, adequate supply of agricultural inputs, adequate coverage with power supply, construction and rehabilitation of roads, increased level of industrialisation, development of small scale enterprises, adequate shelter, improved security. Akoko North West LGA LEEDS identifies broad areas of strengths for the LGA which it could leverage on to succeed, the weakness which ought to be transformed, the political, economic, social and technological opportunities and threats that the LGA faces in its operating environment. With LEEDS, the LGA would have the ability and strength to transform these challenges into improving the living standard of the Akoko North West people of Ondo State. LEEDS would focus on the areas of strength for the process of reform and weaknesses that must be

addressed and be improved upon so as to ensure the steady and sustainable development of the LGA in the coming years.

2.2 Strengths, Weaknesses, Opportunities and Threats (SWOT) Analysis

A. Strengths

There are a number of strengths inherent in the social, economic and environmental systems of Akoko North West LGA that should be exploited for its development. Some of these include the following:

- A dynamic and purposeful leadership
- Cordial relationship between the political class and career staff within the LGA
- High level of political awareness in the LGA
- Peace and security
- Regular monthly allocation to the LGA
- Fertile soil for agriculture
- Availability of natural resources such as clay for industrial development

B. Weaknesses

The weaknesses of the Akoko North West Local Government Area, which must be attacked in efforts to promote development and poverty reduction in the LGA, include the following:

- Internally generated revenue.
- Poor road network that is poorly maintained
- Lack of exploitation of mineral resources e.g. clay deposit at Arigidi

C. Opportunities

The opportunities, which the Akoko North West LGA can build upon for its development and poverty reduction, include the following:

- Constant supply of electricity which is accessible to most communities in the LGA
- Open door policy of the LGA
- Prompt payment of LGA workers salaries

D. Threats

The major threats from negative internal and external sources that can hamper the development and poverty reduction activities of the Akoko North West LGA include

- Massive youth unemployment
- Struggle for political supremacy in elections by the major political parties
- High dependency ratio

3. Political, Economic, Social and Technological (PEST) Analysis

The interplay of Political, Economic, Social and Technological (PEST) factors are bound to influence the performance of Akoko North West LGA in its development and poverty reduction efforts under LEEDS.

A. Political Environment

The political environment in Nigeria, Ondo State and Akoko North West LGA presents a number of opportunities and also threats for the development and poverty reduction programmes of the LGA. Ondo State, as an oil producing state, has been one of the states in the Niger Delta region agitating for increased revenue

from derivation from the present 13 per cent to 25 or 50 per cent. This has generated considerable jealousy from non-oil producing states in Nigeria, which often fight for the reduction of oil-revenue. There is also the political challenge of local government autonomy in which both federal and state governments interfere in what is constitutionally the responsibility of LGAs thereby reducing their capability to deliver services to the people living within the LGAs.

B. Economic Environment

The efforts of the federal government to improve the economy of the country through fiscal policies have been bringing some positive results to the Nigerian economy. Ondo State and Akoko North West LGA has been a beneficiary of the growth in the Nigerian economy considering the manpower available in the state in general and the Akoko North West LGA in particular. This places Akoko North West LGA at a vantage position for investments in industries in the state.

C. Social Environment

Akoko North West LGA has a very challenging social environment, which has implications for its development. The issues of major interest include security of lives and property, employment generation, education, health, power/water supply, equity participation, rule of law, gender, HIV/AIDS, environment etc. There is therefore need for effective articulation of policies, the setting of targets and programme implementation, which LEEDS is expected to address.

D. Technological Environment

Akoko North West LGA presents a good opportunity for Information Technology (IT) investment given that it is a growing LGA with considerable potential for rapid industrial development.

4. The Development Vision of Akoko North West LGA

The *vision, mission, principles and values* of LEEDS in Akoko North West LGA are derived from the national (NEEDS) component and the Ondo State SEEDS as well as Millennium Development Goals (MDGs) to which Nigeria as a country subscribed.

Vision

The LEEDS is designed to improve the quality of life of the people of Akoko North West LGA with particular attention to those with greatest needs at the grassroots with a mandate of participatory action plan in service delivery to all the communities in the LGA as targets.

Mission

The main component of the mission of the LEEDS document of Akoko North West LGA includes the following:

- Promotion of efficiency and effectiveness in the implementation and execution of programmes for the benefit of the people of the LGA.
- Fostering the value of patriotism, honesty, hard work and diligent, merit and excellent, trustworthiness, personal discipline, tolerance, mutual respect, justice, fairness, love, care, compassion and peace.

- Inculcating modern management techniques and procedures in the delivery of social and economic services, in order to increase rapid productivity and service delivery to the public
- Promotion of code of conduct to express the LGA's commitment to the national crusade against corruption and due process to reduce waste
- Ensuring security of life and property, economic and social well being of the people to enable Akoko North West LGA economy to prosper
- Eschewing nepotism, bitterness, prejudice, indiscipline and manifestations of anti-social behaviours to give way to pro – active progress
- Strengthening partnership in working with the private sector to a better appreciation of wealth creation and job creation capacity of the sector and process through various departments of the council so as to create an enabling environment for the development of Akoko North LGA
- Revaluation of the agricultural sector in the LGA
- Promotion of community development projects through various development associations
- To create more income economic generating activities that will enhance increase in the internally generated revenue (IGR) in the LGA
- To embark on the construction of more drainages and culverts to check the perennial effect of erosion in the LGA

Principles

The fundamental principle of LEEDS in Akoko North West LGA derives its mandate from NEEDS and SEEDS as well as the constitution of the Federal Republic of Nigeria under “fundamental objectives and directives principles of the state policy”.

Values

Akoko North West LGA has its value system on peace, culture, patriotism, good governance, equality, social justice, good leadership, selfless service, tolerance, transparency and accountability.

Main Goals

The main objectives of Akoko North West LGA LEEDS are also derived from the national (NEEDS) and the Ondo State SEEDS that is: poverty reduction, employment generation, wealth creation and value re-orientation with the aim of re-engineering the LGA into a sustainable modern, competitive and prosperous economy as well as the achieving the Millennium Development Goals (MDGs).

Poverty Reduction

High levels of poverty are as a result of high-level unemployment, low level of savings and investments with attendant income inequality. Other socio-economic indicators of poverty in Akoko North West LGA include: high incidence of malaria, tuberculosis, high maternal and infant mortality rates, gastro –enteritis, cholera and guinea worms among others. Consequently, one of the major goals of LEEDS in Akoko North West LGA is to promote

activities that will reduce the number of people in extreme poverty.

Employment Generation

Another major problem facing Akoko North West LGA is the prevalence of people, especially the youths that are unemployed or under-employed. While the primary sector of the LGA economy is confronted with a variety of problems that negatively affect productivity, the secondary sector is not significant in terms of providing employment opportunities. This secondary sector needs to be developed to provide alternative source of employment to the people of the LGA.

The implication of the high level of unemployment among the youths is the high rate of migration to the larger urban areas within and outside the LGA where some of them are involved in different forms of crimes and social vices. Generating employment is therefore a major aim of the LEEDS document in Akoko North West LGA.

Value re-orientation

Weak public institutions resulting from over staffing and inadequate funding of projects, paucity of funds, truancy of workers, compounded by weak human resources capacity due to inadequate and lack of motivation, low level of transparency in government business and attendant high levels of corruption have combined to weigh down and weaken the public sector in the LGA. There is the need to improve service delivery at the grassroots level from different government agencies and non-state actors.

SECTION 3

EDUCATION

1. Situation Analysis

As noted in Chapter 3, there are different tiers of educational institutions in Akoko North West LGA ranging from pre-primary to secondary institutions including 12 Nursery/primary schools, 54 primary schools, 17 secondary schools, and 1 vocational/adult literacy schools. The findings of the baseline survey show that the state of some primary and secondary education facilities in the LGA is deplorable especially in terms of the infrastructure facilities available in them. Some of the public schools are basically in decaying conditions as some of the classrooms are in poor state. The poor state of public schools is disturbing because the findings of the *Core Welfare Indicators Questionnaire* (CWIQ) survey show that about 90 per cent of the pupils in primary and secondary schools attend public schools.

2. SWOT Analysis of the education system

Strengths

- To some degree, education in the LGA receives attention from the federal, state and LGA governments
- Teachers' salaries are paid promptly. Since 1999, there have been some renovation activities in some primary and secondary schools in the area through the effort of the UBE programme

- Some teachers of both sexes have been employed since 1999.
- There is a relatively conducive atmosphere for learning in the LGA
- Both the public and private sectors are involved in the provision of education in the LGA, since there are both private and public schools in the area, -though the public schools are better attended and have more population.
- There is really no problem of female enrolment and participation in primary and secondary schools in the area, as the ratio of female to male enrolment and participation in the school is about the same.
- Availability of manpower.
- Introduction of Universal Basic Education (UBE).
- Increase in enrolments of pupils and students in both primary and secondary schools.

Weaknesses

- Low transition from primary to secondary schools.
- There are problems of low teacher pupil ratio, high level of truancy amongst pupils, and lack of pupil teacher intimacy.
- Lack of adequate teaching materials and facilities
- Poor motivation of teachers in terms of their conditions of service
- Poor parental attitude
- Lack of internet facilities
- Lack of sporting facilities for extra-curriculum activities
- Dilapidated structure in most of the schools
- Lack of tertiary institutions to absolve the graduates from the secondary schools
- Lack of sex education

- Lack of adequate and functional libraries
- Lack of standard science laboratories

Opportunities

- Schools in the LGA receive donations of materials and equipments from well to do indigenes who live far and near also the agriculture farms of many public schools in the area have been well developed
- Prompt and regular payment of salaries, and the determination of the present administration to continue with the free education scheme.
- Free education policy of the state government down to the LGA level
- Introduction of UBE
- Availability of large expanse of land for tertiary institution
- Peaceful environment

Threats

- High degree of truancy of pupils and students, especially among females on market days
- Poverty has it attendance consequences such as inability to feed well, have access to basic life necessities which include lack of access to education

3. Action Plan on Education

Aims

- Improving early child care/nursery education in the LGA
- Improving Primary Education
- Improving Secondary Education
- Promoting Special Education
- Improving Technical Education

- Providing Tertiary Institution Education

Priorities

- Repair of dilapidated classrooms and construction of new ones depending of the prevailing situation
- Re-organisation of Parent – Teacher Associations
- Full implementation of UBE
- In service training and retraining of teachers
- Recruitment of more teachers
- Provision of teaching materials
- Sensitisations of pupils and parents on the evils of truancy
- Promotion of sports in primary, secondary schools
- Establishment of additional vocational schools
- Establishment of tertiary institution
- Training and retraining of teachers
- Constant maintenance of physical structures in schools
- Introduction of sex education

Targets

- Renovation of at least one block of classrooms in each ward per year
- Provision of teaching aids to primary and secondary schools by 20% annually till 2009
- Employment of more teachers by at least 10% per year
- Training and re-training of existing teachers twice a year
- General increase in enrolment by 15 % in both nursery and primary school by 2008
- 30% increase awareness by parents with respect to basic education to be achieved before 2007

- Increase in the provision of sporting facilities in primary and secondary schools by 50% by 2009
- Provision and introduction of computer education at the secondary school level in the LGA by 2008
- Establishment of one Vocational school before 2009
- Build or renovate existing laboratories, library in at least 20 Schools before 2009
- A high teacher/pupil ratio in most schools
- Increased number of computer distributed and in use in schools by 2009
- High level commitment of parents to their children's education
- The number of sporting facilities in both primary and secondary schools.
- Renovation of libraries and science laboratories
- Number of science laboratories and libraries renovated or built.
- Number of additional vocational school built

Strategies

- Improvement of the Teachers/Pupils' ratio
- Provision of instructional materials
- The issue of truancy and parental attitude towards education should take a prime place in PTA meetings
- Teachers should be well motivated
- Renovate and in some instances build classrooms in school where they are needed
- Complete implementation of UBE by the appropriate authorities
- Internet facilities should be provided in schools particularly secondary schools
- Sporting activities should be encouraged in schools through regular hosting of Inter – House Sports and Inter – schools games.
- Establishment of a tertiary institution such a polytechnic or college of education

Expected Outcomes:

- New classroom blocks built and old ones renovated before 2009
- Functional PTA in both primary and secondary schools
- Instructional materials provided in schools

Indicators

- Net enrolment rate in primary education (percent)
- Proportion of pupils starting primary one who reach primary six and transmitted to secondary school
- Proportion of females in primary and secondary schools relative to males
- Average rate of growth in primary enrolment
- Increase in number of primary schools
- Proportion of public expenditure in education allocated to primary education
- Access to primary education
- Number of teachers trained and retrained

4 Mainstreaming HIV/AIDS, Environment and Gender into Education HIV/AIDS

Problems

HIV/AIDS is not yet a serious threat to the education sector as no pupil in the

area has been reported to have contracted the disease but pre-emptive actions must be taken to contain the spread of the HIV/AIDS epidemic to the schools of the LGA.

Environmental Problems

- Absence of toilet facilities in most school
- Lack of portable water

Policy Target:

- Reduction of the cases of water borne diseases among pupils by 30% by the year 2009

Strategies

- Health Education through public campaigns in schools
- Provision of portable water to schools
- Inclusion of Health Education in school curriculum

Expected Outcome

- Provision of portable water to 60% of schools by 2009
- Toilet facilities provided for at least 60% of schools by 2009
- The above outcome will manifest by way of reduction in cases of water borne diseases.

Indicators

- Number of schools with potable water
- Number of schools with toilet facilities
- The number of water borne diseases reported among pupils

Gender

- There are no significant gender problems in education in the LGA since enrolment of males and females are almost at par.

5. Mainstreaming MDG into Education

The second development goal of the Millennium development goal states that universal primary education should be achieved by 2015. Consequently, the Akoko North West LEEDS programme for education focuses on the need to achieve this goal by 2015. The present enrolment rate in the LGA should be increased to at least 90 per cent by 2009. The target is therefore as follows: Ensure that, by 2009, at least 90 per cent of children everywhere in Akoko North West LGA, boys and girls alike, will be able to complete a full course of primary education.

SECTION 4

HEALTH

1. Situation Analysis

Akoko North West LGA has fairly adequate health facilities. As noted in Chapter 3, there is a general hospital in the LGA and there are comprehensive health centres in many of the communities in the LGA. Despite that the health status of the people of the LGA is generally low. The findings of the *Core Welfare Indicators Questionnaire (CWIQ)* survey show that over 22 per cent of the respondents in different parts of the LGA indicated that they were sick or injured during the four weeks before the survey which demonstrates a significantly high rate of illness among the people in the LGA. It was found that the vast majority of those who reported that they were sick during the four weeks before the survey suffered from malaria which again shows that malaria is a major cause of sickness in the LGA. In general the following diseases are prevalent in the LGA: malaria, yellow fever, typhoid fever, cholera, dysentery, hypertension.

2. SWOT Analysis of the health system:

Strengths

- Availability of qualified/certificated medical personnel
- All the basic health centres have reasonably good physical structure and facilities in the LGA
- There is a general hospital in the LGA

- Virtually all the 18 communities in the LGA have basic or comprehensive health centres

Weaknesses

- Unequal distribution of health facilities amongst health centres in the LGA
- Drugs fee are out of reach of the common man
- Inadequate health personnel
- Inadequate drugs/equipments
- Unfriendly attitude of some health workers
- Inadequate funding of health institutions in the LGA

Opportunities

- Regular exercise of the National Programme on Immunisation (NPI)
- Routine visitation of medical doctors to all the community health centres in the LGA
- Up grading of existing health centres in the LGA
- Occasional awareness campaign against HIV/AIDS in the LGA

Threat

Low patronage to the health centres in the LGA
Inability to purchase prescribed drugs as a result of high poverty level
Inadequate facilities in some health centres

3. Plan of Action

Aims

- To ensure good and sustainable healthy condition for all the inhabitants of the LGA through the provision of basic/modern health facilities

- To improve the funding of public health care in the LGA

Priorities

- Ensure the sustenance of the immunization record in the LGA
- Ensure fair distribution of health facilities in the LGA
- Recruitment of more health personnel (including community health extension workers) to health centres in the LGA (especially medical doctors)
- Ensure regular training and retraining of health personnel
- Establishment of mobile clinic
- Family Planning education
- Building of staff quarters

Targets

- Recruitment of more qualified medical personnel at the health centres by 20% in 2007 and 45% 2009
- Increase supply of drugs and equipments at the health centres by 20% in 2007 and 45% by 2009
- Regular training and retraining of health workers by the end of 2006
- Provision of staff quarters by 35% by the end 2008
- Provision of at least one motor cycle to all the health centres and 2 ambulances to the general hospital in the L G A by 2008
- Improve the nutritional status of children in the LGA up to 60% by the end of 2009
- Community Health Committee should have as a part of their assignment family planning unit before 2007
- Commencement of mobile clinic programme

Strategies

- Reduction in the cost of procuring drugs
- Proper monitoring and supervision scheme put in place
- Sensitisation of inhabitants against HIV/AIDS pandemic
- Sensitisation of the communities on the need to patronize health centre promptly and regularly
- Encouragement of partnership between the communities and the health centres
- Ensuring regular routine immunization exercise
- Ensuring regular training and retraining of health personnel
- Acquiring the equipments needed mobile clinic by 2009
- Counselling services on family planning

Expected outcome

- Affordable procurement of drugs
- Increase in the number of qualified personnel
- Increase in the number of trained and retrained health workers
- Increase in the number of staff quarters in the LGA
- Improvement in the health status of the people in the LGA
- Increase in the number of motor cycles purchased for the health centres
- Mobile Clinic services in place
- More women or men who access family planning services

Indicators

- Frequency of routine visits by medical doctor to health centres
- Number of new health centre built
- Number of health centres stocking affordable drugs

- Number of health personnel trained
- Number of health personnel recruited
- Number of motor cycles purchased and distributed
- The functioning of mobile clinic services
- Number of people who received mobile clinic services
- Number of women who received family planning counselling
- Number of family planning equipments purchased and distributed

4. Mainstreaming Gender into Health

Gender Problems in Health care

- High prevalence of maternal mortality
- High prevalence of infant mortality
- Low level of patronage of health centres by expectant mothers
- Poor nutrition of expectant mothers

Causes

- High level of poverty among women
- High cost of drugs
- Prevailing low purchasing power of the people
- Carelessness on the part of some parents with respect to the care of their children
- Superstitious/adherence to traditional believe hinder some women from obtaining modern health care
- Negligence on the part of some medical personnel
- Failure to keep ante-natal and post-natal appointments by pregnant mothers

- Ignorance of some parents on the grave implications of some of their actions with respect to the care of their wards

Policy Targets

- Reduce maternal mortality by 40% by the end of 2008
- Increase awareness level on the danger of certain cultural practices and certain actions that endanger their lives and that of their children by 30% by the end of 2006
- Reduction of poverty level of women by 30% by the end of 2007 through the disbursement of micro-credit.
- Close monitoring of medical personnel so as to ensure conscientious discharge of duty and reduce unnecessary deaths by 25 % in 2007 and 50% in 2009.

Strategies

- Ensure regular in-service training for midwives and doctors 2 every year till 2009
- Ensure regular and scrupulous campaign against ignorance and harmful cultural practices
- Employ at least 5 more doctors and 15 more midwives before the end of 2007
- Improve supply of reproductive health equipments to health centres and the general hospital
- Ensure regular supply of drugs at 30% subsidized rate to health centres and the general hospital

Expected Outputs

- Better health condition for women aged 14-45 by 2009
- Reduced infant mortality rate by 40% by 2009

- Reduced maternal mortality by 40% by the end of 2009
- Improved service delivery of health workers in the LGA

Indicators

- Level of miscarriages
- Infants and child death rate
- Maternal death rate

5. Mainstreaming MDG into Health

The fourth and fifth goals of the Millennium Development Goal (MDG) state as follows: Reduce child mortality and Improve maternal mortality. Thus the Akoko North West LEEDS

recognises this fact hence targets relating to improved child health care and maternal health care are set in the LEEDS document. Indicators to be used to monitor progress in fourth and fifth MDG include:; Under-5 mortality rate (per thousand live birth) ; Infant mortality rate; Percentage of one year olds fully immunised against measles; Maternal mortality ratio (per 100,000 live births); Percentage of deliveries attended by health care providers (doctors/nurses/midwives); Contraceptive prevalence rate (per cent).

SECTION 5

HIV/AIDS

5.1. Situation Analysis

Lack of data is a major constrain to the analysis of the HIV/AIDS situation in Akoko North West LGA. However from it interactions among the participants in the LEEDS formulation activities, it is believed that there is a low level of HIV/AIDS prevalence in the LGA. Though there are no records and data to show the prevalence rate during the past years to date in the LGA. Determinants of HIV/AIDS epidemic are similar to those found in other Nigerian HIV/AIDS infected areas.

5.2 SWOT Analysis of HIV/AIDS

Strengths

- There is low prevalence of HIV/AIDS in Akoko North West LGA
- Relatively high level of awareness of HIV/AIDS
- Considerable restraint from promiscuity as a result of high traditional moral ethics

Weaknesses

- Absence of testing centre in the LGA
- Absence of VCCT centres in the LGA

Opportunities

- Mass campaign and commitment by the Federal and Akoko North West LGA in fighting against HIV/AIDS

Threat

- Traditional practice and superstitions

5.3 Action Plan

Aim:

- The sustenance of the low prevalence level and to intensify campaign to improve the existing awareness status in the LGA

Priorities:

- Setting up of awareness raising committee
- Setting up of VCCT Centres
- Provision of HIV/AIDS testing kits
- Increase tempo of awareness campaign
- Management of the few cases of HIV/AIDS reported

Targets:

- Enactment of edicts to support the mass campaign against HIV/AIDS by 2007
- HIV/AIDS awareness campaign in all the 18 communities of the LGA by 2007
- Presence of VCCT Centres in all the 10 wards of the LGA by 2007
- Availability of HIV/AIDS testing kits in at least all the wards in the LGA by 2009
- The provision of care and support for the few people identified as HIV positive by 2007
- HIV/AIDS Community Committees in place in all the 18 communities in the LGA by 2007

Strategies:

- Regular seminars and workshops to train HIV/AIDS workers (peer group educators-PGE) to equip

them with necessary tools for the mass campaigns in all communities in the LGAs.

- Setting up of Community Committees of HIV/AIDS in all the 18 communities in the LGA
- Advocacy visit to local government authority toward getting support to the mass campaign against HIV/AIDS
- Setting up of VCCT centres in all the 10 wards in the LGA

Expected Outcome:

- Edict in place to sustain the fight against spread of HIV/AIDS
- The number of HIV/AIDS patient that received care and support
- Increase HIV/AIDS awareness
- Community HIV/AIDS Committees

Indicators:

- Number of workshop/seminar organised
- Number of awareness campaigns held
- Number of people reached by the HIV/AIDS awareness campaign in each ward or community
- The Number of peer group educators trained in each ward or community
- The number of advocacy visits made to each ward or community
- The number of VCCT Centres set up
- Number of active HIV/AIDS committee in communities
- The number of HIV/AIDS patient that received care and support

5.4 Mainstreaming Gender into HIV/AIDS

Problem

- HIV/AIDS is not yet a major problem in Akoko North West LGA. However, there is a high level awareness between men and women alike but the percentage of men with HIV/AIDS awareness is higher than women.
- The status of women in the society is such that they are vulnerable to HIV/AIDS

Target

- To reduce women's vulnerability to HIV/AIDS through empowerment with necessary information on HIV/AIDS by 2007

Strategies:

- Promote programmes on women empowerment in each community in the LGA
- Awareness campaign with particular focus on women as target should be encouraged

Expected Outcome

Increase awareness of HIV/AIDS by women by at least 50% by 2009

Indicators

- Number of CBOs empowered to carry out HIV/AIDS awareness campaign

5. Mainstreaming MDG into HIV/AIDS

The sixth goal of the Millennium Development Goal (MDG) state as follows: combat HIV/AIDS, Malaria and other diseases. Thus the Akoko North West LEEDS recognises this fact hence targets relating to the control of

the spread of HIV/AIDS are set in the LEEDS document. Indicators to be used to monitor progress in sixth MDG include:

- HIV prevalence rate among adults (15-49 years of age (per cent)
- Contraceptive prevalence rate (per cent)
- No of children orphaned by HIV/AIDS
- Prevalence of death rates associated with malaria
- No of malaria cases per 100,000 people
- No of TB cases per 100,000 people
- Prevalence of death rates associated with TB.

SECTION 6

ENVIRONMENT

6.1 Situation Analysis

Environment which can be defined as the component of the earth which includes land, water, air, organic and inorganic matter is a key element of development and poverty reduction in Akoko North West LGA. The basic philosophy of LEEDS development in Akoko North West LGA is sustainable development, which itself is development without compromising the ability to maintain the environment. The Akoko North West LEEDS would therefore be environment compliant. In the context of LEEDS in Akoko North West LGA, environment is viewed as comprising the following elements, forests, soils, land, surface water, air quality, fisheries, climate and fauna. Compared with the situation some thirty years ago, the present environment of the Akoko North West LGA is considerably under pressure and basically stressed. With rapid population growth, which has basically doubled the number of people normally resident in the LGA during the last thirty years, there has been increasing pressure on the environmental resources as the practice of shifting cultivation still characterise farming activities in most parts of the LGA. Yet the number of people who today depend on the land for sustainable development has increased remarkably. For example, more people in the larger settlements within the LGA and in nearby LGAs depend on forest products for living including the supply of firewood. Soil productivity is presently very low

because of poor land use practices. Soil erosion is threatening some communities in the LGA arising from the unsustainable use of the limited land available. Floods also characterise many communities in the LGA during the raining season.

The findings of the *Core Welfare Indicators Questionnaire (CWIQ)* survey show that the environment and its resources are under considerable pressure in terms of performing its functions and sustaining the livelihood of the people considering the present methods of using the resources of the environment by the people of the LGA. The findings show that the natural resources of the environment still play significant roles in housing construction in the LGA. It was found that about 7.9 per cent of the households surveyed reported that they roofed their houses with thatch, which is collected from the locality. Furthermore local materials were also significantly used in the walls and flooring of the houses. Finally, the findings show that wood fuel is still overwhelmingly used for cooking by most households (over 83 %) in the LGA, which means that they depend on the supply of energy for cooking from their own immediate forest environment. The need to ensure the sustainable use of the resources of the environment of the Akoko North West LGA is therefore urgent.

6.2 SWOT Analysis of Environmental Management

Strengths:

- Availability of forestland for commercial purposes

- General appreciation of the people on the importance of tree planting in the area
- General appreciation of the people on the devastating effects of soil erosion
- Availability of clay in the LGA for industrial development
- Availability of large expanse of fertile land for commercial agriculture
- High proportion of the population are enlightened on environmental issues

Weaknesses

- Rocky environment in some parts of the LGA that obstruct commercial farming
- Undulating topography in the LGA that makes transportation in some areas difficult
- Absence of major rivers as natural resource base in the LGA
- Over exploitation of natural resources exacerbated by population growth and poverty
- Lack of toilet facilities in some houses in the LGA which leads to the defecation of some people in unauthorized places
- Weak environmental policies that are hardly enforced

Opportunities

- A youthful, healthy and hardworking population in the LGA
- Availability of large clay deposits for industrial purposes
- Availability of rocks in the LGA for commercial purposes

Threats

- Problems of gully erosion in some parts of the LGA

- Unsustainable rate of deforestation in the LGA
- Problems of bush burning
- Problems of desertification
- Problems of drought
- Large army of unemployed youths

6.3 Plan of Action

Aims

- To ensure sustainable exploitation of natural resources in the LGA
- To ensure a general appreciation of the importance of the environment to the people of the LGA
- To ensure a collective action by all stakeholders against soil erosion and degradation

Priorities:

- Erosion control measures and reclaiming of eroded land
- Aggressive campaign on the need to conserve environmental resources
- Ensure exploitation of the clay, bauxite and iron deposit and other natural resources to provide employment
- To ensure aggressive reforestation exercise
- Enactment of appropriate environmental policies and full implementation

Policy Targets

- Identification of erosion prone areas for positive action by 2007
- Review legislation on the exploitation of natural resources by 2007
- Advertise the clay deposits in both local and foreign media to attract investors

- Increase in the number of forest guides by 35% by the end of 2008 to ensure a tree is planted for everyone felled
- Encourage the involvement of local people to partner with forest rangers in the preservation of forest resources by 2007
- Reduction of the rate of soil erosion by 10% by the end of 2007 and 50% by 2009
- Advocate for environmental policy

Strategies

- Attract local and foreign investors to exploit the large clay deposits in the LGA
- Rehabilitation and resettlement of people/communities affected by erosion
- Inculcation of environmental values into the syllabuses of primary and secondary schools
- Regular sensitisation of traditional rulers and village heads on the needs to partner with government in combating environmental degradation
- Ensure the enforcement of relevant laws on forest preservation

Expected Outputs

- Serious reduction of unemployment in the LGA
- Large amount of land is reclaimed from erosion
- Every one in the LGA is environment conscious in exploiting natural resources
- Appreciable increase in the rate of reforestation in the LGA

- Appreciable reduction in the rate of soil erosion in the area
- Sound and relevant environmental laws

Indicators

- The number of both local and foreign investors attracted to the LGA
- The number of additional forest guides employed
- The number of people resettled and rehabilitated
- Acres of land reclaimed from erosion

6.4. Mainstreaming MDG into Environment

The seventh of the Millennium Development Goals (MDG) state as follows: Ensure Environmental Sustainability. Thus the Akoko North West LEEDS recognises this fact hence targets relating to the sustainable environmental development and management were set in the document. Indicators to be used to monitor progress in seventh MDG include:

- Proportion of land areas covered by forests
- Percentage of change in km² of forest land
- Proportion of land area protected to maintain biological diversity
- GDP per unit energy use
- Carbon dioxide emissions per capita
- Percentage of population with sustainable improved water source.

SECTION 7

GENDER, YOUTH AND CHILDREN IN DEVELOPMENT

7.1. Situation Analysis

A. Gender

According to the 1991 census figures the female constitute 50.7 per cent of the population of Akoko North West LGA. However the baseline survey report indicates that women constitute about 48 per cent of the population of the LGA as at 2005. This indicates the proportion of women has reduced compared with the 1991 situation and this can be explained by the migration of young girls to the larger urban centres in the country. Whatever the proportion of women in Akoko North West LGA may be, they do have a crucial role to play in the development of the LGA. As in other parts of Nigeria, the baseline survey shows that women's rights in the LGA are often violated, and women are being discriminated against since they do not enjoy equal rights with their male counterparts. Their opinions and decisions on even sexual reproduction are controlled by men due to some cultural inhibitions.

The struggle by women to reach self-actualisation has been against several impediments like cultural values, religious beliefs, socio-economic problems, and even taboos. Some of these beliefs have placed women at a disadvantaged position with regards to higher education, decision-making, and even power sharing. The specialisations of roles have ranked

women as child bearers and homemakers and not policy makers. It is in this regard that the girl child is easily left out of the scheme of things, if a choice is to be made between the male and female children. Many young girls are withdrawn to hawk, run errands or do domestic chores. This has led to a very low literacy level among women. When girls drop out of school because of teenage pregnancies, there are no laws to prosecute the men while the girl's education is terminated or obstructed and of course, she is seen as a prostitute while no mention is made of the person responsible for her situation. More often than not, there are no second chance facilities available to reabsorb dropouts of societal accidents to continue with their education. Women lack the economic power to engage in businesses that are viable and sustainable. They lack the needed facilities to secure loans from banks, which place high interest rates on such loans.

The baseline survey result confirms some of the observations made regarding women in the Akoko North West LGA. The findings of the survey show that over 52.5 per cent of the women in the households sampled in the LGA are involved in food crop farming as their main occupation while fishing, food processing and trading accounted for the remaining proportion. At the same time the survey shows that women are in addition to their main economic activities also involved in household activities such as fetching water, fetching firewood and other household

chores. In fact the results of the survey show that women spend most of their time in unpaid household work compared with economic activities. The effects of women's hard work in the LGA are their remarkable contributions to major household expenses. The findings of the survey show that women are major contributors to household expenses on education, food, clothing and health. Yet women in the LGA have limited access to, or control over resources and means of production such as farmland, credit facility and rarely take part in decision making on issues affecting them. Often their contribution to decision making is largely restricted to feeding and clothing and perhaps education because most of them contribute to the expenses of their children in schools.

B. Youths

The definition of youth varies from place to place and from time to time. At present youths in the Nigerian context can be defined as anybody within the age bracket of 18 – 35 years. Youths are very active, volatile and are also vulnerable segment of the entire population. In terms of their economic asset youths constitute the productive force of any given population. Unless the youths in Akoko North West LGA are meaningfully engaged to harness their abundant talents and creative energies for productive and rewarding enterprises, they can be very restive and anti-social. The major problems associated with youths in Akoko North West LGA include unemployment, lack of adequate skills for the job market, which is today technologically oriented,

drop out from schools and their involvement in a variety of anti-social activities. The baseline survey of the LGA, as reported in Chapter 4, shows that over 35 per cent of the population of the sampled households constitute youths and the vast majority of these are not in any employment, although some of them are in educational institutions.

The challenge of LEEDS in Akoko North West is to ensure that youths do not constitute liability to the development of the LGA. Youth development is the meticulous process of mobilizing the youth and inculcating in them the virtues of patriotism, selfless service, hard work, discipline, honesty and leadership in order to prepare them for challenges of LGA development and nation building and self-actualisation in life. This action plan is an attempt to set broad outlines as well as general and specific objectives for meeting the needs and aspirations of the youth, resolving the problems affecting them and empowering them to become active participants in the task of socio-economic development of the LGA.

C. Children

Children are a dependent and vulnerable segment of society. Hence the total number of children as reflected in the age composition of a population is a critical index in the determination of the dependency ratio. Thus, children needed to be protected, guided and catered for. The convention on the rights of the child (CRC) and the Convention for the Elimination of all forms of Discrimination against Women

(CEDAW) support the fundamental human rights to survival. The right to survival means better health, and well being of children and women as enshrined in the relevant articles of these two conventions.

The baseline survey results show that children aged 14 years and below constitute over 23 per cent of the population in the sampled households. This suggests that children constitute a major segment of the population in Akoko North West LGA that must be catered for in terms of welfare and education to prepare for the future.

7.2 SWOT Analysis of Gender, Youths and Children

Strengths

- Presence highly educated women who are very vast on gender issues in the LGA
- A responsible local government authority under the chairmanship of Chief (Hon) L. M. Komolafe who is highly concerned about gender issues to reflect the millennium development goals.
- Participation by female folks in the governance of the LGA
- Abundance of youths

Weaknesses

- Lack of employment opportunities for youths
- Women lack the political support from their base-the women folks due to jealousies, and other problem common to women

- The domineering tendency of males, which often make women to be suppressed
- Traditions e.g. widow inheritance
- No focused and well articulated programmes to address the plight of women, youths and children

Opportunities

- The new drive in Nigeria for women emancipation in all aspects of human endeavours
- Abundant human resources
- Vitality especially among young women
- Globalisation influences on women and their liberation in many countries

Threats

- Disunity among women
- High unemployment level
- Cultism among youths
- Child trafficking
- Prostitution
- High poverty rate
- Divisive politics among the main political parties
- Materialism
- Drugs addition

7.3. Plan of action for Gender and Youths

Aims:

- To reduce poverty among women and youths
- To carry women and youths along in the development process
- Improve sporting facilities for youths in the LGA

Priority

- Women and youth empowerment
- Advocate for the child right bills
- Building of Mini Stadium and play grounds
- Establishment of women and youth centres where various skills will be acquired.
- Empowerment of youths organisations

Targets:

- The empowerment of youths and women begin with training to impart on them needed skills by 2007
- Empowerment of youth and women by the provision of micro credit facilities to 400 youths and women per year till 2009.
- The improvement of sports facilities by at least 30% by 2009

Strategies

- Capacity building of women and youths through training and skill acquisition to enable them generate income
- Formation of women and youth cooperative societies
- Relaxation of collateral to enable youths and women access credit facilities
- Regular organisation of sport competitions such as inter-house sports
- Campaign against all forms of harmful traditional practice against women e.g., female genital mutilation

Expected Outcomes

- An empowered population of women and youths in the communities/wards of the LGA
- Availability of women and youth development centres in the LGA
- 1600 empowered youths and women and their multiplier effects on the larger population of the LGA

Indicators:

- Number of women and youths in each community/ward who are now more sensitive to issues affecting them
- Number of women and youth in each community/ward empowered through training and who have acquire skills necessary for income generation
- Number of youth and women cooperative societies established in each community/ward
- Number of youths and women who access credit facilities in each community/ward
- Number of sporting facilities acquired and upgraded in each community/ward
- Number, coverage and impact of advocacy activities carried out in each community/ward

7.4. Plan of action for children

Aims

- To reduce incidence of violation of the rights of children to survival
- To reduce the incidence of violation of the child to development, protection and participation in decision making

process in matters that affect them.

Priority

- Reduction in street hawking, begging, harmful traditional practice and increase participation of the child in decision making.

Targets

- To reduce all forms of child abuses by at least 50% by 2009
- Involvement of children in decision making process from the current situation that usually exclude them in such activities

Strategies

- Sensitisation of the local government on and on the evils of child abuse
- Link up with organisations especially local and international NGOs that fight the course of child abuse

Expected Outcomes

- Adequate protection for the child

7.5 Mainstreaming Gender, Youth and Children into HIV/AIDS and Environment

- HIV/AIDS is not at present a problem within the sphere of youths, women or children in Akoko North West. However, there is the need to raise awareness of HIV/AIDS among youths and women for the sustenance of the low level prevalence in the LGA.

Policy Target:

- To increase awareness of HIV/AIDS among youths and women by 50 % in 2009

Strategies:

- Seminars/Workshops to be organised to raise HIV/AIDS awareness in the communities
- Community meetings for youths and women to be used to raise awareness about HIV/AIDS

Expected Output

- Increased number of youths and women with better awareness of HIV/AIDS

Environmental Problems

- Lack of potable water
- Bush burning
- Deforestation
- Erosion

Causes

- Indiscriminate bush burning
- Overgrazing
- Bad waste management culture
- Lack of pipe borne water and polluted sources of water
- Overcrowding

Policy target:

- Improved sanitation condition by 80% by 2008
- Reduce water pollution 2007
- Increase supply of potable water by 90% by 2009
- Education of people to avoid over crowding.

Outputs

- An improved environment that is conducive for living

- Water borne disease with be reduced to barest minimum

5. Mainstreaming MDG into Gender, youth and children in Development

The third of the Millennium Development Goals (MDG) states as follows: Promote Gender Equality and Empower Women. Thus the Akoko North West LEEDS recognises this fact hence targets relating to gender equality and women empowerment were set in the document.

Indicators to be used to monitor progress in third MDG include:

- Percentage of girls- to- boys in primary education (gross enrolment)
- Percentage of girls- to-boys in lower secondary education (gross enrolment0
- Ratio of girls to boys in higher secondary education (gross enrolment)
- Ratio of literate females to males of 15-24 years old
- Share of women in wage employment in the non-agricultural sector
- Proportion of seats held by women in national assembly
- improved water source.

SECTION 8

AGRICULTURE

8.1 Situation Analysis

Agriculture is the major economic activity in the Akoko North West LGA as it provides employment for the largest proportion of the population. The LGA has a large expanse of land available for agricultural purposes, which can be utilised maximally if, put into effective use. The land is generally fertile but now under some pressure as a result of tilling over the years without using input to improve the soil. The baseline survey, as reported in Chapter 4, shows that over 57 per cent of the employed members of the sampled households were employed in agricultural activities in the LGA. The problems of small scale agricultural production in Akoko North West LGA are largely similar to those in other parts of Nigeria. The findings of the baseline survey shows that larger proportions (38.5 %) of the farmers have between 1 and 2 hectares of land. Such land available to the farmers is generally in smaller sizes located in different areas within their communities. Even then the survey shows that over 11 per cent of the farmers in the sampled households indicated that the amount of land available to them has declined in the last one year. However, a significant proportion (41.5%) indicated that there has been an increase in the land available to them during the same period. The implication of the generally small size of farm land available to an average farmer is that it is almost impossible to mechanise agricultural production.

Despite the generally small size of farm land available to the farmers in the LGA, most of them do not use any inputs to improve their productivity. The findings of the survey show that the vast majority of the farmers (65.2 %) do not use any form of inputs in their farming activities. The survey also shows that most of the farmers that used inputs got them directly from the open market rather than through some form of government support. The generally poor agricultural practices amongst farmers in the LGA have negatively affected productivity to the extent that 20 per cent of the farmers reported that they often have problems satisfying the food needs of their households. This indicates that such farmers do not generally have surplus to sell to generate some income for their households. Furthermore, the farmers are often exploited by traders who buy their farm products at cheap prices because most of the farmers cannot convey their surplus farm products to the urban markets where prices are higher. The baseline data also show that state and local government authorities have not done much to improve the productivity of the farmers despite the fact that the vast majority of the population depend on farming activities for their livelihood.

8.2. SWOT Analysis of the Agricultural System

Strengths

- Availability of arable land for farming
- A tropical climate and fertile soil
- Presence of able bodied men and women
- Good harvest of yam and cassava

Weaknesses

- Lack of capital and credit facilities
- The use of crude implements as against modern farming tools
- Unavailability of fertilisers to farmers
- Unfavourable land tenure system for increased agricultural activities
- Lack of cooperative societies to help farmers in their agricultural drive
- Rocky topography and gully erosion
- Lack of modern storage facilities
- Lack of a School of Agriculture
- Absence of agro-based industries to make use of available farming product
- Problem of bush burning
- Problem of drought
- Problem of conservatism (holding on to existing tradition)
- Poor transportation facilities/network
- Lack of effective agriculture extension services
- Problem of agricultural product marketing

Opportunities

- A favourable Federal Government Policy to agricultural development in the LGA
- Presence of committed farmers that can be motivated to go into large scale agricultural production

Threats

- Middle men syndrome who often buy farm produce from farmers at ridiculously low prices
- Dependence on white collar job to the detriment of agriculture
- Unfavourable land tenure system

- Relegation of most female members as people who cannot own their own land but often depend on their male folks to get land for farming
- Perception of farmers by the society as low status people

8.3. Plan of Action for Agricultural Activities

Aims

- To boost agriculture production of crops and animals
- Promote better life of farmers

Priorities

- Provision of agriculture extension services to farmers to train them on the use of modern farming techniques
- Establishment of a School of Agriculture
- Provision of agro-based industries
- Provision of access roads to connect farmers and their farms for easy evacuation of their products
- Provision of agricultural inputs such as fertilisers, chemicals, among others

Targets

- Establishment of farmers Cooperative Societies in all the 18 communities of the LGA by 2007
- Establishment of a School of Agriculture by 2009
- Provide agriculture extension to the 18 communities by 2007
- The adoption of modern farming techniques by farmers especially in the use of fertilisers and other inputs by 2009
- Ensure that higher number of farmers market their goods in

urban and international market by 2009

Strategies

- Train farmers on how to organise cooperative societies
- Improve the status of access roads to farms
- Establish agriculture extension committees in all communities in the LGA to work with the local government agricultural extension officers
- Grant farmers credit facilities to expand their production
- Establish a School of Agriculture in the LGA
- There should be deliberate attempt by government to establish agro-based industries in some parts of the LGA

Expected Outcomes

- Increase food production in the LGA
- High level awareness of the use of modern farming techniques among the farmers
- A good number of farmers obtaining credit facilities for their farming operations
- Presence of agro-based industries
- Presence of cooperative societies that can readily meet the needs of their members

Indicators

- Number of functional cooperative societies established
- Number of agriculture extension workers employed

- Number of extension training meeting organised for community members
- Number of community with agriculture extension committees
- Number of farmers who benefit from credit facilities
- Number of farmers who market their goods in urban or intentional markets
- Number of farmers adopting modern farming techniques
- Number of farmers using improved seedling and other farm inputs
- Number and length of access road graded to farms

Main streaming HIV/AIDS into Agriculture

- The impact of HIV/AIDS on agriculture is negligible.

Mainstreaming Gender into Agriculture

- Women depend solely on their male folks for the acquisition of land for farming activities, which to a large extent hamper agricultural development in the LGA.

Strategy to reverse the sole dependence of women on men for land acquisition

- Women should be empowered through seminars and workshops to address this situation
- Awareness campaign on the right of women and gender equality

Expected Outcomes

- Women who are knowledgeable about the problem affecting them in all the 18 communities of the LGA.

SECTION 9

SMALL SCALE NON-AGRICULTURAL ENTERPRISES

9.1 Situation Analysis

Although agriculture is the major economic activity in the Akoko North West LGA, a considerable number of people are also employed in small non-agricultural activities. The baseline survey, as reported in Chapter 4, shows that over 25 per cent of the employed members of the sampled households were employed in small non-agricultural activities in the LGA. The problems of small scale non-farm activities in Akoko North West LGA are largely similar to those associated with agricultural production. They are small in size and in terms of the number of people employed, they do not operate from fixed premises, access to credit is limited, they are not registered officially as enterprises, capital invested is low and thus the income generated is poor. Despite their constraints, they employ a significant proportion of the people in the LGA. This justifies the need to pay attention to the problems facing the small scale non-farm activities so as to raise their productivity and thereby increase the income of those employed in these enterprises in the LGA.

9.2 SWOT Analysis of small-scale non-agricultural ventures

Strengths

- Akoko North West LGA is reputed for its population size. It can therefore support the establishment of small scale

enterprises due to the availability of ready market

- The presence of business entrepreneurs who are ready to take advantage of this population size
- Constant electricity supply

Weaknesses

- Weak infrastructural base such as portable water, communication, good roads etc
- Ignorance of the opportunities for income generation from non-farm activities
- Lack of cooperative societies for non-farm workers in the LGA
- Lack of credit facilities for small scale entrepreneurs in the LGA

Opportunities

- Large Population size in the LGA
- Natural resources that can provide a basis for small scale industrial development

Threat

- The roads to most communities are in bad shape, which makes accessibility difficult.

9.3 Plan of Action for Small Scale Enterprises Promotion

Aims

- Establishment of more non-agriculture enterprises in the LGA
- Promote employment opportunities in small scale enterprises in the LGA

Priorities

- Grading of access roads to all the 18 communities
- Identification of profitable small scale enterprises that can be developed in the LGA
- Training of the people to give them necessary skills needed for running business enterprises

Targets

- Survey of the opportunities for small scale production on the basis of the available natural and human resources in the LGA by 2007
- Awareness campaign on small scale enterprise in all communities by 2007
- Establish small enterprise skill acquisition centres by 2008
- Train people on the formation of cooperative societies by 2007 to enable members act as a group and for easy access to credit facilities

Strategies:

- Form small-scale enterprise development committee in all communities
- Carry out community mapping to find out available opportunities
- Enlightenment campaigns on opportunities for small scale enterprises
- Identify would be entrepreneurs and train them on skills needed to pilot the affairs of their small scale enterprises
- Grading of access roads to all the 18 communities

- Provision of loan or other credit facilities to would be small scale entrepreneurs
- Organise regular workshops to update the management capability of small scale entrepreneurs

Expected Outcomes

- Emergence of more small scales business owners
- The presence of functional business development committees in most communities
- Enhanced managerial capacity of small business owners
- Reduction of unemployment in most communities due to the establishment of small scales businesses
- Dynamic Cooperative Societies at the Community Level
- Improve standard of living.

Indicators

- A report showing available small scale enterprises from the community mapping
- Number of people trained to take advantage of small scale enterprises
- The number of trainings organised
- The number of people benefiting from credit facilities or those benefiting from loans as a result of the programme
- The number of cooperative societies established
- The number of communities with small scale enterprise development committees.

SECTION 10

INFRASTRUCTURE

10.1 Situation Analysis

Infrastructure is defined in this LEEDS document as roads, water, electricity, markets, housing, waste disposal and communications services. The baseline situation in Akoko North West LGA indicates that the level of infrastructure is basically poor. The baseline survey in the LGA using the Core Welfare Indicators Questionnaire (CWIQ) provides more insights into the contemporary situation with respect to the basic infrastructure facilities in Akoko North West LGA as reported in Chapter 4. The findings show that houses are generally of poor quality, the vast majority (over 50 %) obtain water from unsafe sources, toilet facilities of majority of the households are unhygienic and there are no refuse collection facilities as most of the households dump their refuse in bushes around their residential dwellings.

However, the distance to the sources of water available to most households is within 30 minutes walk. Similarly, the results of the baseline survey indicate that most household are within 30 minutes walk of available food markets in the LGA. Electricity is available in all the major communities in the LGA, however, the findings of the baseline survey shows that only about 34 per cent of the households indicated that they use electricity as the source of lighting in their homes. The vast majority still use kerosene for lighting, which is a reflection of the prevailing

poverty as many of them, cannot afford to pay for the use of electricity.

10.2 SWOT Analysis of Infrastructure Facilities

Strengths

- Good road connectivity network in the area that link all the communities in the LGA
- All the communities are connected to the National Grid except one
- Low rate of power outages

Weaknesses

- Most of the roads in the area are in bad condition and in some cases not motor able
- Absence of mobile switch centre (MSC) services for GSM
- Epileptic/unreliable pipe borne water supply where it is available
- Lack of modern markets in many of the communities
- Lack of tertiary institutions
- Dilapidated primary and secondary school structures in some communities
- Absence of public toilets
- Existence of very few cottage industries in the area

Opportunities

- Rehabilitation of the good network of roads in the area will boost economic activities in the area
- Establishment of mobile switch centre (MSC) services for GSM will boost economic activities in the area
- Reliable supply of pipe borne water to all parts of the LGA will help to improve the health status of the people

- Establishment of a tertiary institution in the area will improve the level of literacy rate in the area

Threats

- Absence of pipe borne water in many communities and its unreliability in the areas where it is available
- Some communities in the LGA are not accessible by roads hence they are cut off from the other communities in the LGA

10.3 Plan of Action for Infrastructure Development

Aim

- To provide and improve on the existing infrastructural facilities in the LGA so as to make them function efficiently

Priorities

- Aggressive rehabilitation of all roads in the LGA
- Provision of reliable portable pipe borne water to all the communities in the LGA
- Ensure the establishment of mobile switch centre (MSC) services for GSM to serve all parts of the LGA
- Establishment of a tertiary institution in the LGA
- Establishment of modern markets in all the communities in the LGA
- Construction of public toilets at strategic locations in the LGA

Targets

- Rehabilitate 2 roads in each wards in the LGA every year till 2009
- Provision of bore holes and public taps in 5 quarters of every

community in the LGA before the end of 2008

- Ensure the establishment of mobile switch centre (MSC) services for GSM to serve all parts of the LGA before the end of 2007
- Ensure the establishment of one tertiary institution (e. g. college of agriculture) in the LGA before the end of 2007
- Construction of 3 modern markets every year in each ward of the LGA by the end of 2009

Strategies

- The rehabilitation of the roads in the LGA will be done in partnership with the state government and some donor agencies
- The provision of bore holes and public taps will be done in partnership with the communities, LGA authority and some philanthropic individuals that hail from the area
- Ensure the establishment of the college of agriculture in the area
- The construction of modern markets will be done in partnership between the LGA and the various communities concerned

Expected Outputs

- Boost in commercial activities as a result of rehabilitated roads
- Improved health condition of the people due to the provision of portable water
- Boost in economic activities in the area due to the construction of modern markets
- Boost in economic activities in the area due to the establishment of mobile switch centre (MSC) services for GSM to serve all parts of the LGA

- Improvement in the agricultural activities of the people in the LGA as a result of the establishment of the college of agriculture in the area

Indicators

- Number and length of roads rehabilitated

- Number of bore holes and public taps provided
- Number of modern markets constructed
- Number of students enrolment in the college of agriculture
- Number of mobile switch centre (MSC) services for GSM.

SECTION 11

SAFETY NETS FOR VULNERABLE GROUPS

11.1 Situation Analysis

There is no doubt that poverty in Akoko North West LGA is widespread and multidimensional in nature. Poverty connotes a condition in which a person or group of persons are unable to satisfy their most basic and elementary requirements for human survival. Poverty leads to social crimes such as stealing, armed robbery, early marriages, political violence, early death, separation of marriages, child abuse, ethnicity, communal clash, deforestation, early school dropouts, etc. In public life poverty is commonly associated with high unemployment, poor infrastructure, corruption, lack of accountability, gross violation of human rights, skewed income distribution, and impaired access to productive and financial assets by women and other vulnerable groups. Poverty has a gender dimension as women are over-represented among the poor, due to the subordinate status of women, traditional and socio-cultural practices, discrimination and lack of access to productive assets and financial services.

The baseline survey in the LGA using the *Core Welfare Indicators Questionnaire* (CWIQ) provides more insights into the contemporary situation with respect to the basic infrastructure facilities in Akoko North West LGA as reported in Chapter 4. Whatever the indicator that is used to measure poverty in the LGA, the

findings show that poverty is prevalent in the LGA. As reported in Chapter 4, a significant proportion of the households, especially the youths have no employment, women who contribute remarkably to economic activities are also burdened by household chores which negatively affect their productivity, and about 50 per cent of the people in employment earn less than 1 US dollar per day indicating that a large proportion of the population live in extreme poverty. The indicators with respect to access to health, education potable water, environmental sanitation, housing, empowerment and participation in decision making all show that poverty is a major problem of the Akoko North West LGA.

11.2 SWOT Analysis of Poverty

Strengths

- *Availability of able bodied men and women in the LGA*
- Peaceful and serene environment and communities in the LGA
- Willingness of the people to organized themselves into cooperatives

Weaknesses

- The problem of occasional partial drought in the area
- Ill-health of some men and women in the LGA
- The problem of bad roads in the LGA that hampers business activities
- High level of unemployment and underemployment
- Lack of programmes for the disabled

- Limited access by women to their own farm land
- Land tenure constraints and the small size of farm land often leads to low productivities

Opportunities

- Availability of commercial quantity of industrial clay in the LGA
- Presence of exploitable amount of rocks for industrial purposes
- Vast fertile land for the purpose of commercial farming

Threats

- Corruption in high and low places
- Unstable/inconsistent government policies on poverty reduction activities
- Poor infrastructural facilities
- Problem of bad weather

11.3 Action Plan for Vulnerable groups

Aims

- To improve the living standard of the vulnerable group in the LGA
- To help alleviate the poverty of the people in the area

Priorities

- Ensuring that public servants and contractors are held accountable to the people
- Organize the people into self-help cooperative societies
- Amendment of the relevant land use laws and bye-laws
- Establishment of micro-credit scheme with less stringent conditions
- Design programmes to the benefits of all manners of disabled person irrespective of sex or age

Target

- Reduction of the proportion of people living below \$1 a day by 10% before the end of 2007 and 40% by 2009

Strategies

- Establishment of efficient micro credit scheme to be disbursed to organised cooperative societies
- Amendment of existing laws and bye-laws on land acquisition
- Set up project monitoring committees in every community so to ensure accountability
- Amendment of relevant laws so as to ensure that public servants are accountable to the people
- Empower the vulnerable groups by establishing skill acquisition centres in the LGA

Expected outputs

- Every community is empowered to hold contractors and government official responsible for their actions
- Poverty level in the LGA is reduced reasonably through the instrument of the micro-credit scheme
- Construction of new roads and the resurfacing of old ones in the hinterland to facilitate the easy evacuation of agricultural produce
- Graduates from the skill acquisition centres have established small scale enterprises and they are all living above poverty line
- A good number of the vulnerable groups are trained and empowered

Indicators

- Number of the vulnerable groups trained and empowered to generate fund for their survival

- Number of self-help cooperative societies established and functioning
- LGA LEEDS document on poverty reduction is published
- Number of people that benefited from the loans disbursed through the micro-credit scheme
- Number of programmes designed for disables persons
- Number of disable persons that benefit from such programmes

11.4 PENSION SCHEME

SWOT Analysis of Pension Scheme

Strength

- Awareness of pensions problems by pensioners in the LGA

Weaknesses

- The LGA have not initiated moves on the contributory pension scheme at both state and local government levels
- Ignorance of the current pension scheme among the pensioners in the LGA
- Lack of fund to administer the latest pension scheme
- No bye-laws in the LGA with respect to the latest contributory pension scheme

Opportunities

- The LGA work force stands a better chance of benefiting from the pension scheme
- A large number of the pensioners in the LGA would be integrated into the latest scheme from the formal National Social Insurance Trust Fund (NSITF)

Threats

- Pensioners in the LGA are suffering from the inability of government to pay them
- The inability of government to pay pension as at when due has increased death rate in the LGA
- Unreliable payment of pensioners has increased the poverty rate in the LGA

11.5 Action Plan on Pension Scheme

Aims

- Introduction of the contributory pension scheme by the Federal Government, State and LGAs for every body to benefit from the scheme without hiccups
- Improving the modalities of retirees payment of their monthly pension

Priorities

- Speedy transfer of retirees from the old pension scheme into the new one
- Organising trainings for pensioners on the benefits of the new contributory scheme
- Establishment of Pension Funds Administrators (PFA) in the LGA

Targets

- Enactment of bye-laws in the LGA to initiate the new pension scheme for would-be beneficiaries by 2006
- By the end of 2006, the retirees and would-be retirees should have been fully integrated into the new pension scheme (i. e. Contributory Pension Scheme)
- By 2007, all pensioners in the LGA would be enjoying regular and prompt payment of their stipend

Strategies

- Enactment of bye-laws for the new pension scheme in the LGA
- Organise seminars /worships for LGA work force on the new pension scheme
- Liaising with pension fund administrators (PFA) to establish a branch office for the administering of fund in the LGA

Expected outputs

- The suffering of pensioners as it relates to the payment of their stipend is eliminated
- Both the pensioners and work force have better knowledge on the workability of the pension scheme

5. Mainstreaming MDG into Poverty

The first of the Millennium Development Goals (MDG) states as

follows: Eradicate Extreme Poverty and Hunger. Thus the Akoko North West LEEDS recognises this fact hence targets relating to the poverty reduction through improved agriculture, improved small-scale enterprises and improved infrastructural facilities were set in the document.

Indicators to be used to monitor progress in first MDG include:

- Percentage of population below one US \$ per day
- Percentage of population below national poverty line
- Percentage of population below minimum level of dietary consumption
- Percentage of underweight under-5 children
- No of people in absolute poverty.

SECTION 12

VALUE ORIENTATION

12.1 SWOT Analysis of Value Orientation

Strengths

- High standard moral value amongst the youths, men and women in the LGA
- Religious belief influence that refrain people from indulging in misdemeanour
- Parent guiding and inculcating high level of discipline in their children and wards in the LGA
- Honesty, transparency, good leadership, selfless services, hard work are virtues of the people in the LGA

Weaknesses

- Some youth indulging themselves in social vices in the LGA
- Youth indulgence in political violence

Opportunities

- A favourable socio-cultural environment in the area
- The determination of parents to guide and inculcate discipline in their Children and wards in the LGA
- A strong parents - children relationship

Threats

- The pervasive poverty and ignorance among the people toward modern life style may lead to political upheaval in the LGA
- Political violence may be a flash point to peace and security in the LGA.

- The Youth syndrome of making –it-at-all –cost may lead to break down of law and order

12.2 Action Plan on Value Orientation

Policy target

- Improve awareness campaign on political violence, peace and security.
- Establish inter-cultural relationship across the socio strata of the people
- Improve security apparatus
- Establish youth friendly centres in each community of the LGA

Priorities

Youth-friendly Centres would be established as a short term plan 2006 - 2007

Organise workshop/seminars on value-orientation 2006 – 2007

Target

- More involvement of parents in inculcating sound cultural value – orientation in their children and wards by 2006 in the area.
- Intensive sensitisation of youths on the danger of getting/achieving what ever they want by militancy.

Strategies

- Soliciting the participation of NGOs to educate parents/children on the need for peace and security in the LGA
- Education on the need and relevance of inter-cultural relationship amongst the people in the LGA.

Annex A

Guide to the collection of Information for Situation Analysis on LGAs for LEEDS Preparation

A. *Socio-cultural analysis*

- Community groups and electoral ward structure
- Ethnic composition
- Community life as reflected in social organization and groups

Types of Social Institutions

- (1) Occupational
 - (2) Civic
 - (3) Religious
 - (4) Age-group
 - (5) Ethnic
 - (6) Social
- Festivals
 - Forms of religious worship
 - Community leadership
 - Network of relationships
 - The people's assessment of the socio-cultural patterns in their community

B. *Physical and Environmental Background*

- Location
- Topography
- Climate
- Vegetation
- Environmental pollution patterns
- The people's assessment of their environment

C. *Population and Demographic Features*

- Population size and change over the last thirty years.
- Major population groups
- Population density
- Migration trends and patterns

- Age and sex composition of the population
- Future population trends
- The people's assessment of their population trends

D. *Economic Activities in the Community*

- The Economy
- Agricultural production activities i.e. farming, fishing, livestock, hunting etc
- Secondary activities i.e. craft occupations and industries
- Labour patterns
- Investment and income
- Prices of agricultural produce
- Type of land tenure
- Access to extension facilities for agricultural practices
- The people's assessment of the economic opportunities in their community

E. *Infrastructure facilities and their accessibility*

- Transport – road, water and railway
- Communication – postal services, radio, telephone, internet, television
- Water supplies – type and quality
- Electricity supplies
- Banking and access to credit
- The people's assessment of the infrastructure facilities

F. *Health Facilities*

- Type available
- Type of diseases and illness prevalent
- Distance to health facility
- Average fee for consultation

- Utilization patterns of health facilities
- Type of medical attention sought
- The people's assessment of the health conditions and facilities in their Community

G. Education

- Types of institutions available
- Average distance to educational institutions
- Ownership of educational institutions
- Participation patterns
- Adult literacy patterns
- The people's assessment of the educational situation and facilities in their Community

H. Housing

- Characteristics of houses i.e. roof type, wall type, toilet facilities, lighting, etc
- The people's assessment of the housing conditions and facilities in their community

I. Income and Expenditure Patterns

- Household expenditure
- Household assets
- Income levels
- The people's assessment of the income patterns and facilities in their Community

Annex B

Guide on Participatory Processes and Methods for data collection on LGAs for Situation Analysis

What are participatory processes?

Participatory Rural Appraisal (PRA) is an approach to engaging communities in development through interactive and participatory processes. It is a particular form of qualitative research used to gain an in-depth understanding of a community or a situation. PRA is a form of assessment based on the participation of a range of different people including people from the communities who will be affected by the programme. The aim is for people to analyse their own situation, rather than have it analysed by outsiders. PRA is both a philosophy, that OUTSIDERS need to learn about situations from the INSIDERS and that insiders can analyse their own problems, and a series of methods for carrying out participatory and qualitative research.

With Rapid Rural Appraisal (RRA), a multi-disciplinary team carries out research together on a community. The combination of their skills and experience enable them to build an understanding of the community workings as a whole. It is called 'rapid' because it aims to get an in-depth view of the community in a short time, compared with an anthropologist who may take a year. RRA uses a similar approach and techniques to those of PRA. However, while community members may be included in the research and analysis of information, this is not always the case, whereas in PRA they are always included.

The process proposed in the Guidelines and Manual for this stage of the planning is based on and adapted from both PRA and RRA. Ideally it should be fully PRA, but there may be limits on the extent to which communities can be fully involved in a government process of planning for a whole region. Ways to get communities involved, or at least represented, in the process include:

- Use of PRA methods in villages;
- one-day workshops of community representatives in each district on needs analysis and solutions; and
- Participation of representatives from communities (or community-based organisations (CBOs) or non-governmental organisations (NGOs) in the main Planning Workshop.

It is envisaged that in actual implementation of the programme, PRA would be used extensively for the planning and management of projects and schemes of individual communities.

Why use a participatory process?

The reason for using a participatory approach is that it enables communities to be involved in analysing their own situation, problems and issues, and to start thinking about their own solutions and actions. It enables the external planners to better understand the issues and problems facing communities, leading (hopefully) to the planning and design of a

programme that is based on reality rather than assumptions and outside views. Working together, communities and planners may be able to achieve the elusive goal of sustainability of water supply and sanitation facilities, safer hygiene practices and, ultimately, better health and living conditions.

The approach

The Coordinating Team established for the Preparation of LEEDS for a target LGA should be supplemented by LGA staff from appropriate departments for the village consultations and surveys. These people, with their different skills and experience and different points of view, will look for and find different things, so that the team as a whole will be able to reach new and deeper insights.

Several methods for gathering information are suggested below. Using these different methods should give greater depth to the information provided and allow information to be cross-checked. The methods are semi-structured and can be revised and adapted as the work proceeds to allow team members to follow up any unexpected findings. Unnecessary accuracy and detail should be avoided. The team should ask itself what kind of information is needed, for what purpose, and how precise it has to be.

The Coordinating Team should be aware of its own bias. The members may have knowledge on particular issues from their own level, experience and point of view, but the reality in a village may be completely different. Team members should be prepared to recognise this.

The Team should seek the views of a cross-section of the community. The Team members should try to meet the least assertive individuals and groups within the community. These may include the poorest, people with disabilities, women, children, ethnic minorities and the uneducated. They should seek alternative views to those of the most educated and articulate (usually male) members of the community who are likely to try to dominate the discussions.

The methods

The dominant method used in gathering community-based data and information depends on the peculiarities of the LGA and the capability of Members of the Coordinating Team and indeed the Facilitator. Some of the methods are as follows:

Semi –structured interviewing

This is the basis of interviews with key informants and group discussions, including focus groups. For this, the interviewer uses a checklist of questions related to the topic of interest, rather than a formal questionnaire. Questions can be added or omitted as necessary to the original list. The following brief guidelines are suggested.

- The interviewing team should consist of between 2 and 4 people from different disciplines. Begin with a traditional greeting and state that the team is here to learn.
- Begin the questioning by referring to someone or something visible.
- Conduct the interview informally and mix questions with discussion.
- Be open-minded and objective.
- Let each team member finish his or

her line of questioning (do not interrupt).

- Lead up carefully to sensitive questions.
- One person should take notes.
- Be aware of non-verbal signals.
- Avoid leading questions (ones which suggest the expected answer).
- Avoid closed questions that can be answered 'yes' or 'no', unless you are confirming your understanding of something already discussed.
- Avoid value judgments.

Common mistakes in interviewing include:

- failing to listen closely
- repeating questions
- helping the interviewee to give an answer
- asking vague or insensitive questions
- failing to cross-check a topic
- failing to judge answers (believing everything)
- asking closed questions (ones that can only be answered with 'yes' or 'no')
- relying too much on information from the richer members of the community, the educated, and men"
- giving too much weight to answers with quantitative data

Key informant interviews

These are interviews with people such as school teachers and health workers who are specialists in the particular topic of interest. If the person is from outside the community, such as a teacher who has been posted there, may be able to give a more objective view.

Group interviews and focus group discussions

Groups' interviews should not be larger than 20 to 25 people, although it may not be possible to control this. Interviewing a group of people together provides access to the knowledge and views of several people at once, with cross-checking by others in the group. It may not be good for revealing sensitive information, and answers may be distorted by the expectations from the group for some sort of service as a result. The facilitator should encourage alternative views and opinions.

Focus group discussions are small groups of 10 to 15 people with specialist knowledge or interest in a particular topic, led by a facilitator. They can be used to enable people who cannot or are less likely to speak at larger meetings to have their say. They are very useful for single gender groups in cultures where women are inhibited from speaking in front of men, or the topics are sensitive. Focus group discussions should:

- be held in a comfortable place with no interruptions;
- have an informal atmosphere;
- establish an equality and trust between the participants and the facilitator;
- establish an understanding and agreement on the purpose of the discussion;
- respect the right of all participants to speak and be listened to;
- try to direct the discussion towards detailed accounts of the participants' experiences; and
- try to foster interaction that explores the participants' feelings

and opinions in some depth.

Within group interviews and focus group discussions, various methods can be used to establish particular information. These are described under the relevant topic.

Focus group discussions are preferable to group discussions. It is likely, however, that because of the limited time for each village/community visit, the large number of people involved will mean that group interviews are more likely.

Mapping

Maps are a very useful way of bringing out information. Maps drawn by different groups can show the different perspective of the group - for example, women may show water resources in a different way to men. Maps showing features and places can be drawn by the group participants on large sheets of paper provided by the team, or on the ground using local materials such as pebbles and leaves to indicate the different features. If the latter method is used, the map should be copied onto paper by the team.

Seasonal calendars

These can be used to show different events, activities or features during a year, such as:

- occurrence of diseases;
- workloads and activities such as planting, harvesting, etc., which should be shown separately for each gender;
- periods of debt and surplus;
- periods when water sources dry up; and
- migration of people and animals.

These can be plotted on an annual calendar, or on the seasonal cycle.

Pocket charts

Pocket charts are a way to find out information that may be sensitive for people to reveal openly in public. They are also useful for enabling people who may not be able to express their views in community meetings to vote for their preferences.

A pocket chart consists of rows of paper or cloth pockets, usually four to six horizontally and six to ten vertically. A set of pictures is attached above the top row of pockets. These pictures represent areas in which data are needed, such as different places where people defecate. Each of these pictures is placed at the head of a vertical column. If desired, pictures can also be attached down the left-hand side to indicate other variables, such as men, women, and children. To avoid confusion, however, the facilitator should use only one variable on a column at a time. People can express their preferences by placing pebbles, slips of paper, seeds or leaves in the appropriate pocket.

Observation

Observation of various activities and features can provide information. Checklists are provided for some topics.

Environmental tours

These are tours around the village/community and area accompanied by members of the community. They combine observation of environmental features with discussion about the significance of the features.

Annex C

Suggested Table of Contents for LEEDS

The peculiarities of each LGA and the desires of the people in terms of their priorities would determine the structure and components of any LEEDS action plan document. However, such priorities and peculiarities must be accommodated within the overall framework of the key principles of NEEDS, SEEDS, LEEDS and the Millennium Development Goals. It is in this respect that the following general guidelines for the presentation of a LEEDS document can be outlined as presented below.

Executive Summary: Outline of the key elements of LEEDS action plan in the LGA.

1. Introduction: Brief discussion of the justification of the need for a new approach to development planning and implementation at the national, state and LGA levels in Nigeria.

2. Methodology: Brief discussion of the participatory methodology used for the preparation of the LEEDS action plan document with specific reference to the sources of information including action research, consultations with stakeholders, inauguration of LGA coordinating committee, training of LGA coordinating committee, stakeholders workshop on LEEDS formulation, LGA coordinating committee's preparation of the LEEDS document, and its validation by stakeholders' workshop.

3. Background information on the LGA with specific reference to history, *geography, demography, people* etc.

4. Baseline survey of the LGA

5. Analysis of Strengths, Weaknesses, Opportunities, Threats (SWOT) and the operating environment of the LGA and **the articulation of the Vision, Mission, principles and core values** of LEEDS in the LGA.

6. Education: It should focus on general *situation analysis, SWOT analysis, action plan with reference to aims, priorities, targets, strategies, expected outcomes, indicators of achievement and monitoring mechanisms*

7. Health: It should focus on general *situation analysis, SWOT analysis, action plan with reference to aims, priorities, targets, strategies, expected outcomes, indicators of achievement and monitoring mechanisms.*

8. HIV/AIDS: It should focus on general *situation analysis, action plan with reference to aims, priorities, targets, strategies, expected outcomes, indicators of achievement and monitoring mechanisms.* It should also focus on mainstreaming of HIV/AIDS with respect to education, health, gender, agriculture, housing, environment, private sector, public sector, tourism, and monitoring mechanisms.

9. Environment: It should focus on general *situation analysis, action plan*

with reference to aims, priorities, targets, strategies, expected outcomes, indicators of achievement and monitoring mechanisms. It should also focus on mainstreaming of environment with respect to education, health, HIV/AIDS, housing, urban development, gender, agriculture, private sector, public sector, tourism, and monitoring mechanisms.

10. Gender youths and children in development: It should focus on general *situation analysis, action plan with reference to aims, priorities, targets, strategies, expected outcomes, indicators of achievement and monitoring mechanisms*. It should also focus on mainstreaming of gender, youths and children with respect to education, health, HIV/AIDS, agriculture, public policy, private sector, and monitoring mechanisms.

11. Agriculture: It should focus on general *situation analysis, action plan with reference to aims, priorities, targets, strategies, expected outcomes, indicators of achievement and monitoring mechanisms*. It should also focus on mainstreaming of agriculture with respect to education, health, HIV/AIDS, gender, public policy, private sector, and monitoring mechanisms.

12. Small scale enterprises/informal sector: It should focus on general *situation analysis, action plan with reference to aims, priorities, targets,*

strategies, expected outcomes, indicators of achievement and monitoring mechanisms. It should also focus on mainstreaming of the development of small-scale enterprises with respect to education, health, HIV/AIDS, gender, public policy, private sector, and monitoring mechanisms.

13. Infrastructure: It should focus on the *situation analysis, action plan with reference to aims, priorities, targets, strategies, expected outcomes, indicators of achievement and monitoring mechanisms*. It should also focus on mainstreaming of infrastructure development with respect to education, health, HIV/AIDS, gender, public policy, private sector, and monitoring mechanisms

14. Safety nets for vulnerable groups: It should focus on the *situation analysis, action plan with reference to aims, priorities, targets, strategies, expected outcomes, indicators of achievement and monitoring mechanisms*.

15. Financing, partnership and implementation: It should focus on financing and budgeting, identification of partners that would be involved in implementation of programmes and projects in the LEEDS action plan

16. Monitoring mechanism for LEEDS implementation process