RURAL COMMUNITY BASED DEVELOPMENT STRATEGIES FOR ECONOMIC SELF-RELIANCE IN NIGERIA: AN APPRAISAL OF THE INTEGRATED PEOPLE ORIENTED DEVELOPMENT OF EVANGELICAL CHURCH OF WEST AFRICA (E.C.W.A.)

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CERTIFICATION

This research work entittled RURAL COMMUNITY BASED DEVELOPMENT STRATEGIES FOR ECONOMIC SELF-RELIANCE IN NIGERIA: AN APPRAISAL OF PEOPLE ORIENTED DEVELOPMENT OF EVANGELICAL CHURCH OF WEST AFRICA (ECWA) has been certified as having met the requirements for the award of the Master of Business Administration (MBA) degree of the Ahmadu Bello University, Zaria, and is approved for the contribution to knowledge.

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DEDICATION

This thesis is dedicated to God the Father and to my Lord Jesus Christ for His abundant Love, Grace, Provision and Support and to my Wife FAVOUR (Adama) my Son Israel for their understanding and encouragement.

ACKNOWLEDGEMENT

I owe immense appreciation to various individuals from whom I received considerable assistance in the course of conducting this research work.

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Finally I wish to thank my colleagues in ECWA/POD who have contributed in one way or the other in making this work a success.

May God bless you all in Jesus Name Amen.

DECLARATION

I declare that this work is entirely my effort. It has not been presented in any form anywhere for any other degree. All materials used from other sources have been duly acknowledged.

Errors, ommissions or inadequacies remain entirely mine.

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ABSTRACT

Based on what has been said and written, rural development is central to the survival of the Nigerian State. But there is still an enormous gab between policy formulation and implimentation and between the multi-dimensional nature of rural development problems and practice of rural development administration.

The failure to adopt appropiate strategies that will recognise and use locally available resources and knowledge have been mostly responsible. Thus rural development continues to be a subject that is attracting a lot of controversy.

This study exmained the introduction of the integrated rural community based development strategies, the motivation that is required for the people to embark on their own development activities in recognition of locally available resources and knowledge. Community development was seen to be sustainable when it is rooted in the people themselves and derived from their own enironment.

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CHAPTER ONE

1.0 INTRODUCTION

Successive governments in Nigeria had rural development packages unfolded in quick succession for the rural population. The rural development under the Babangida regime for instance in both its conception and implimentation held the greatest danger for the Nigeria rural population should it had succeeded. It closely approximated the prescriptions of the World Bank conceptions and strategy for rural Bank conceptions and strategy for rural development (Lele 1975). Rural development then was externally packaged and imposed on or sold to the Nigerian rural population.

In recognising the importance of rural community development to national development and economic growth, all these efforts have involved development experts at both states and national and as well as international levels.

Rural development cannot be imposed from outside. It must be developed base on the needs of the communities themselves. The tasks of rural development should start by providing the atmosphere within which the rural population can realise their potentials. The prevailing extension of the conception of the Western orientation has hitherto seen

development and traditionalism as mutually exclusive. Seen from this perspective, development can occur only when all traces of traditionalism are wiped out. And since the rural people are regarded by these Western appologists as the custodians or even embodiments of traditionalism, development can take place only when these traditionalists wear the gab or modernity or in effect Westernisation. Moreover, this concept of development tends to see development as always having a salutary and positive effect on the target population. It presents a rosy future for its adherents and a present without pains. This notion of development which unfortunately seems to inform and guide our rural development is to say the least misleading.

In the same vein, a number of Non-governmental Organisations(NGOs) the organised private sector including philanthropic organisations have also initiated a variety of programmes aimed at mobilizing, promoting and funding rural development. Most of these efforts have attracted renewed interest by government in the potential contribution of these agencies in rural development even through most of them have in one way or the other ended up imposing or selling technology in the process.

Integrated people oriented development of ECWA experience from the diffusion model of development resulted in a shift from the

technological transfer of innovations to learning from the rural communities, empowering them to undertake their own development activities is the argument contain in this study.

People oriented, believes in people and their potentials to the extend that it sees development as people in terms of their knowledge attituditional change and practices. It is the people's ideas on what they can do at their own level with available resources that brings about sustainability and economic self-reliance in rural development. Development involves cost and sacrifices, it is not always a rosy way to bliss. Any programme of development must therefore be rooted in the people themselves and must derive from their own environment. The people must be fully involved through proper motivation to enable them embark upon such development activities and to internalise such activities.

Integrated people oriented had to, base on its field experience carry out re-orientation of existing staff on the principles of rural community development and adult learning styles which were not taught in formal schools. This has been a challenging and a fascinating work in the field of rural community development. It is this field experience that necessitated the need for this research work in order to provide a write up that will help development agencies policy makers and

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implementors, people oriented in particular to achieve its own goals and objectives of empowering the rural communities for economic self-reliance.

1.1 PROBLEM DEFINITION

Rural Development Programmes in Nigeria have been more of a response to the needs of the Urban Political economy than a response to the yearnings and aspirations of the rural people. In particular, they are usually designed with the ultimate objectives of helping the urban political economy solve one specific problem or the other: Urban unemployment, the need to decelerate the massive rural-urban drift, the need to generate "rural foods surpluses" to meet the short falls in urban supplies etc.

These programmes have been carried out by the collective efforts of goverrnment non-governmental organisations philanthropic organisations, etc.

Ega et al, 1989 (P.44) defined rural development as aiming at improving the living standards of the mass of the low income population residing in rural areas and making the process of their development self-sustaining. The unfolding of these numerous rural development packages overtime have failed to improve the economic status of the Nigerian rural populace. More recently in realization of this failure integrated People

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Oriented Development of ECWA has embarked upon more deliberate and elaborate programmes for Rural Community Development. This renewed commitment to Rural development is demonstrated by re-orientation of existing staff in the principles of community based development and adult learning styles which were not taught informal schools.

This research work aims at appraising this practical experience with the view of assessing the prospects of the programme for improvement of Nigerian rural development strategies.

1.2 PURPOSE OF THE STUDY

The main purposes of this study includes:

(i) To identify and assess the strategies being employed by the integrated people oriented development of ECWA for empowering the underpreviledged people in our rural communities for economic self-reliance.

(ii) To supply information helpful in the context of rural community development to government and other agencies involved in similar work for the purpose of improvement.

(iii) To determine the impact of the integrated People Oriented Development programme on the life of the target communities.

(iv) To suggest strategies that can be adopted to ensure sustainable rural development programmes.

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1.3 HYPOTHESIS OF THE STUDY

The null hypothesis being put forward for this research is that the prevailing extension of the concept of Western orientation which sees development and traditionalism as mutually exclusive is not sustainable rural community development.

1.4 SCOPE OF THE STUDY

The study is limited to the integrated People Oriented Development of ECWA experience particularly during the period of 1993 to date, the period when the community based development strategies were fully embrassed, implemented and information can be obtained.

The research will cover the activities being embarked upon by people oriented and will examine particularly the various strategies employed in empowering the rural communities towards economic self-reliance. In order to properly appraise this programme, the circumstances surrounding the introduction of the community based development approach will also be considered as a cardinal area in the study.

1.5 SIGNIFICANCE OF THE STUDY

Integrated People Oriented Development of ECWA will find this work useful in pursuing its goals and objectives towards empowering the under-previlidged in our rural communities for economic self-reliance.

A study of this nature that stresses on self-reliance and dependent on locally available resources with little or no external inputs will also be useful for policy makers in governments, other development agencies in rural development and even academicians in their theoretical approaches.

In view of the high investment in rural community development by both government and non-governmental organisations effective and strategical ways of uplifting the standard of living of the rural populace for economic self-reliance cannot be over-emphasised. It is therefore imperative to know whether this philanthropic organisation has been religiously contributing its quarter of enhancing rapid economic development of Nigeria. It is also my hope that the findings drawn from this research work and recommendations proffered will assist the Federal Government, State governments and local governments on how best to collectively improve on the living conditions of the rural communities which is a major facet of the country's economic development.

It is therefore envisaged that through this study a start would be made to develop a 'bottom up' participatory rural development model in which community efforts and resources are integrated with those of the government and any other development agency. It is intended in this work to bring out more clearly the pre-conditions for ensuring the

effectiveness of the bottom up approach to rural community development and thereby provide useful lessons for the formulation and implimentation of future rural development strategies.

1.6 LIMITATIONS OF THE STUDY

Research of this nature is never void of limitations as it may not have all its aims and objectives achieved perfectly. People oriented is no doubt a new programme in terms of philosophy and operation, hence information regarding its prospects as at date remains largely at best the official view of the programme.

Insufficient time, unco-operative attitudes of officers are serious constraints of this research work. The poor financial position of the researcher is constituting yet another problem. For this reason, it will be impossible to do a down to earth assessment of the activities across the length and breadth of the country.

These limitations not withstanding almost all the relevant data required, an attempt will be made to successfully obtain them in order to put this project together.

However, whatever limitations this study may have, it is still considered very useful in that it will provide some basis for further research on the topic covered in future.

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1.7 DEFINITION OF RELEVANT TERMS:

Community - A group of people of the same religious race, occupation etc, with share interest, having things in common or being alike in the same way.

Rural - Country side that is remote or isolated.

Strategies: - (i) Osaze(1991) defined strategies as means of operationalising a policy and for achieving some predetermined objectives.

(ii) Anao(1979) views strategies as skills, methods, maneuvers which management hopes to employ in order to move the organisation from its target goal by the end of specified period recognizing that during the intervening period a host lot of changes are going to take place in the environment.

Community Development -

Refers to the independent institutions that were put in place by Africans and passed from generation to generation which has economy of affection which is a cultural solidarity based on mass participation for progress.

Economic development -

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The process whereby the real per capita income increases over time through changes in the quality and quantity of productive factors and the institutionalization of the growth process.

Wholistic Awareness -

To enable people to see themselves as God's creation and their community situation in all aspects of their lives, reflecting on them and taking variable actions for the benefit of all.

Community empowerment -

To enable communities to gain confidence in their potentials and to carry on development activities on their own with little or no external assistance.

Community Organizing -

Is a problem solving approach where the community is empowered with ability, learning skills, change of attitude to identify prioritize problems, gathering resources to solve these problems thereby determining development and shaping the future of their community.

Community Organisation capacity building -

Strengthening the ability of community organisations e.g. Community Development Committees to carry on development activities in their communities to ensure continuity.

Community Organisation Networking -

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Encouraging the sharing of information, experiences and resources between community organisations to enhance learning in development.

Sudan - An Arabic word, meaning the land of the blacks.

Participation - Getting the people to become use to expressing themselves at the homogenous groups which will help the people work towards proper participation.

Animation is all the processes involved in raising awareness of any given community situation.

GRAAP 'Goup de Recharche et 'd'Appui Pour L ' Autopromotion Paysanne.

PLA "A growing family of approaches methods and behaviours to enable people to share, enhance and analyse their knowledge of life and to plan, act and monitor and evaluate".Robert Chambers

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CHAPTER TWO

LITERATURE REVIEW

2.1 THE GENERAL CONCEPT OF COMMUNITY DEVELOPMENT

The term "Community Development" has been in use for many years, yet development experts have not been able to agree on any specific definition of the concept of community development. While others view it as a science or discipline of study, others view it as a strategy for national development. In this research work it is construed as a strategy for achieving sustained national economic development through increases income and the living standard of people by the people.

2.2 APPROACHES TO COMMUNITY DEVELOPMENT

Just as there is no consensus of opinion on the meaning and scope of community development there are several approaches to designing and implementing rural and community development programmes. Indeed, the only aspect of rural development that is today undisputable among both academicians and policy makers is its significance to national development. Realizing this significance, development experts at both national and international levels embarked on several studies which have led to the development of several rural development models.

Some of such models as presented by OLAYIDE and others (1981) are briefly summarized as follows:

(i) The Dual Economy Model

This model emphases the need to channel resources to the growing and more dynamic modern sector where returns on investment are higher than those in the subsistence (rural) sector. According to the proponents of the model notably Lewis (1954) and Ranis and Fei (1961) as resources are continuously drawn from the subsistence sector to the commercial sector, a time would come when surplus labour would seize to exist in the subsistence sector. At this time, government's role in the development process would be to embark on measures that would raise labour productivity in the subsistence sector so as to check the inflationary prices of the farm products which are capable of hampering the industrialisation of the urban sector. This implies that industrialisation is key to economic development.

(ii) The Classical and Neo-Classical Model

This sees growth and development of any economy as a function of capital investment and employment of labour. That both labour and capital and to move to sections characterised by high returns and marginal productivity.

Therefore, to promote growth and development in the rural areas, attention should be focussed on raising the rate of return to capital investment and the earning on labour in a rural areas.

(iii) The Urban Industrial Impact Model

This model sees rural development as directly dependent on the industrial urban sector. According to the model economic development takes place in a locational matrix which is essentially industrial-urban in composition. The nearer the agricultural production is to the urban areas, the greater the probability of increased agricultural output, employment and incomes i.e. increased rural development.

At this juncture, it must be pointed out that the models outlived so far generally seem to be very relevant to the path development efforts of African countries including Nigeria.

Policy-makers in these countries have been seeking alternative models which accord a role to rural development in its own right and not as an appendage to industrial development. Prominent among such models are the basic resource model, the high input pay-off model, and the diffusion of rural development.

(iv) The Basic Resource Model

This holds that economic growth depends on the existence, the quality and the magnitude of basic natural resources within particular

areas of its economy. The development of these resources, according to the model, attracts investment capital to these areas and increase income and employment. A development strategy developed on the basis of this model, however, must take into cognisance the operation of diminishing returns, the need for high technical manpower to develop the resources, and the impact of technical changes.

(v) The High Input Pay-Off Model

Realizing the significance of technology in the resource-based development, Schultz(1964) propounded the high input pay-off model which is particularly relevant to rural agriculture. According to Schultz, farmers in traditional agriculture are efficient resource allocators their only problem being the operation of diminishing returns. Therefore, the key to rural development is a package of high yielding and profitable new inputs that would revive the already exhausted or near exhausted investment opportunities.

(vi) The Diffusion Model

Like the high input pay-off model, the diffusion model of rural development developed by Rogers (1962) and Katz (1963) sees agriculture as a fundamental element of rural development. According to the authors, the path to agricultural and rural development lies in narrowing the existing differences in productivity arising from differences

in the methods employed.

This they argued could be done through the diffusion of technological innovations by means of such educational communication techniques as extension services.

The foregoing discussion on the resource-oriented strategies of rural development does not in any way suggest that such strategies are without short-comings. For example, apart from the short-coming relating to the basic resource model earlier pointed out, the high input pay-off model and the diffusion model tend to assign an exaggerated role to agriculture. This raises the question of whether agricultural development is synonymous to rural development. Apparently, before now, this used to be the thinking in Nigeria. However, this author is in agreement with the thinking that "agriculture is a major occupation in our rural areas even today. Yet agricultural development perse cannot be seen or equated to rural development. Rural Community Development must go well beyond agricultural development".

(vii) The Internal Combustion Theory

This model seems to combine the arguments of the basic resource models and those of the high input-pay-off models in a modified form. It argues that the presence of the natural resources perse will not

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stimulate development if there are not such internal sources of growth as technology specialistion economics of scale and the existence of growth stimulating institutional, political and administrative arrangements. The gist of the theory is that the requirements of growth can be deliberately created or modified. As such growth can occur in any region or country of the world provided that the right environment for growth is created. The major limitation of this theory, however, is that even with a high level of technical skills and entrepreneurship no meaningful development can be achieved without the opportunities of using such skills in form of resources. Some minimum level of natural resources is necessary for development purposes. This seems to be the argument of the induced development model.

(viii) The Induced Development Model

This posts that every development process is beset by a set of constraints imposed by the inelasticity of the supply of strategic inputs. Therefore, unless efforts are directed to the these constraints by producing substitutes for these factors of inelastic supply, the whole process of economic development is bound to be greatly depressed. The model particularly attaches considerable importance to institutional innovations such as changes in land tenure and the introduction of new organisational arrangement which enable the economy to take full

advantage of innovations from the basic and applied sciences.

The model also draws attention to the need for socialisation of research. Apparently, this model has a lot of relevance to successive governments' rural development programmes as evidenced by a number of rural development agencies established to take care of research, finance, implementation and public enlightenment on the need for integrated rural development.

(ix) The Export-Led Growth Model

On the other hand, explains economic development in terms of the emergence and expansion of markets for export production. According to Myint (1958), the foremost proponent of this model, the opening of foreign markets lead to fuller use of the abundant resources of land and labour. Regrettably, although this model explains the early development of Latin and African Countries, today, the model has little to offer policy makers in all its ramifications.

Generally, apart from the intellectual analysis underlying the models briefly outlined above, they can be found very useful to the design and implementation of rural and community development programmes. For one thing the models can be used by policy makers to identify the critical variables in rural development. For example, from the review of the models some essential elements of an effective rural

and community development programme or strategy have been identified as discussed below.

2.3. ESSENTIALS OF RURAL AND COMMUNITY DEVELOPMENT STRATEGY

For any rural and community development programme to be effective and meaningful, it must take into cognisance the following fundamental factors and issues.

2.3.1 The Interest and Willingness of the Community

According to Burke(1966); the interest and willingness of the community for which a programme is meant is very fundamental for its success. This view was supported by JEKADA(1991) when he wrote that:

> "Since rural development, is a scheme of broad and umbrella nature, it cannot be permanently sustained if its actual beneficiaries are not positively involved in its conception, design financial and implementation within the limit of their own belief system, ability to comprehend its motive, gains and ultimate purpose ..... the lesser government becomes visible in rural development, the greater the community involvement is likely to be"

This position is in line with the issue of rural sociology and psychology

outlined below:

2.3.2 Rural Sociology and Social Psychology

A solid and positive knowledge of existing cultural and social environment of the rural communities in which development is to occur should be a starting point of the design of any rural development strategy. Such a strategy or scheme must synchronize with the accepted and defined roles in the community. This requires the policy makers to have a fair knowledge of the main characteristics of the rural communities. In this regard OLAYIDE and others' salient features of traditional rural communities in developing nations may be found useful. They are:

(a) Dependence on the non-rural sector particularly in the area of product and factor markets, technology, value systems and policies. This suggests that the non-rural sector has a very significance role to play in our rural development efforts.

(b) The inability to understand and control the outside world (non rural society) because of their alienation and low level of awareness thus suggesting the importance of educative communication i.e. public enlightenment.

(c) The existence of mutual distrust among social units or groups and the consequent low level of external initiative, threats, competitive

emulation and encouragement.

(d) The presence of static production and value systems which have evolved over the years and attained a static equilibrium which is constantly maintained by some conservative forces within the communities. A rural development effort must recognise and involve such conservative forces as well as deliberately facilitate the evolution of a new social equilibrium in the communities concerned if it has to succeed

2.3.3 Educative Communication

This is a necessary tool for soliciting the interest and participation of the communities (as outlined in (i) above). It is particularly very necessary where the development programme in question is inclined to the diffusion or the high input pay-off models earlier reviewed. In these and similar cases trained extension officers will be very important.

2.3.4 Infrastructures

No meaningful development can be accelerated or sustained in the absence of rural infrastructures such as roads, electricity, portable water, health care facilities, security and communication services. The relative importance of these facilities however depends on the programmes being considered.

2.3.5 Growth stimulating institutions as distinct from infrastructures.

These include technological, political, secutrity as well as finance and administrative arrangements. These are particularly crucial at the implimentation stages of any rural development programme. Existing arrangement may either be modified to suit specific needs of a programme or entirely new ones created . The important thing here is to create an enviroment in which growth and development can thrive.

2.3.6 Integration into National Development

A rural and community development programme should be conceived, designed and implemented in the context of national development. As Achile(1991) puts it, a rural development "process must integrate the rural poor into the social, political and economic life of the country". This is in line with the general concept of rural community development earlier reviewed.

2.3.7 The Process of Rural Community Development

The entire process of conceiving, designing, implementing and updating a rural community development programme is very crucial to its success. In what he termed the steps leading to a practical community development programme, Burke(1966) recommended the following process:-

a. Initial fact finding - an informal survey.

b. Finding leaders and common interests.

c. The "entering wedge" - getting into the rural area and being accepted - discovering the felt need;

d. "Nothing succeeds like success" i.e. a good development programme;

e. The importance of community development worker understanding what is meant by leading from behind.

f. The community development worker must know the local possibilities of conflict i.e. rural sociology and rural psychology.

Generally, rural community development has been approached from several perspectives. For example, it has been handled as a problem of rural-urban imbalances and inequalities, or agricultural development or rural infrastructural development, without appealing or conforming to the social values of the affected communities.

2.4 HISTORICAL DEVELOPMENT OF INTEGRATED PEOPLE ORIENTED

People Oriented Development of Evangelical Church of West Africa (ECWA) is a non-governmental church based organisation with headquarters in Jos Plateau State Nigeria.

The formation of the organisation was initiated by two departments in ECWA - ECWA Rural Development Limited and ECWA Community Health Programme.

What necessitated the formation of this organisation was the approach formerly used by these two departments which was basically based on the Diffusion Theory. This then meant that ECWA Rural Development perceived people to be only recipients of knowledge on modern agriculture through the extension officers who were graduates in the field of agriculture. Their responsibility was to teach the rural farmers modern agriculture they learnt from school in order to help them improve and increase their agricultural productivity. This they did by introducing different forms of chemical farming in replacement of traditional farming through the supply of agricultural inputs.

Time came when these rural farmers could no longer afford to acquire these inputs due to hard economic recession in Nigeria; consequently; the extension officers could not do much and so became mere consultants to the farmers which yielded very little result. The interest of the extension officers turned to the sales of these input to those that could afford them (those with economic advantage). This took up to 80% of their time and only 20% of the time was left for doing extension work.

Similarly, was the case with ECWA Community Health Programme. They saw every health problem a pill. Therefore they have clinics in many parts of Nigeria where people with health problems were attended to. Due to the same economic situation the people were incapacitated financially and as such they could not afford to pay for these services. This became a thing of great concern for these two departments. After series of meetings and consultations amongst themselves they came to one conclusion. The approach must be changed from institution to community based.

2.4.1 RE-ORIENTATION

Since it became clear that the diffusion model was practically not working in the field and almost all staff received their training in that model, it became necessary for the re-orientation of the existing staff of these two departments in the principles of community based development and adult learning styles which were not taught in formal schools. This became a challenging and a fascinating task for the pioneering staff especially Mr. Danladi Musa and Mr. Willi Ehret. These two pioneering staff were very much instrumental in pioneering this process of evaluating the extension programme of ECWA Rural Development in 1988 that eventually gave birth to People Oriented Development.

Major learning tours and training workshops were organised for staff on the principles of community based and participatory development. Key to these trainings and learnings are the animation methodologies that are currently in use in People Oriented Development.

2.4.1.1 GRAAP - French Acronym:

This methodology was developed by a Catholic Priest in Bobo-Dioinlasso in Burkina Fasso which main element is to enable community to "see", to "reflect" and to "Act" based on adult learning principles with great emphasis on visualisation. The critical and most important point in the use of the methodology is at the reflection stage where the community will discuss the consequences and causes of their own problems thus leading to a viable action that will combat such problems in order to improve the condition of the community.

2.4.1.2 LePSA - ACRONYM

- Le - Learners Centred
- P - Problem posing
- S - Self-discovery
- A - Action oriented.

This methodology was developed by the African Medical Research and Foundation (AMREF) in Nairobi-Kenya. The methodology has a similar philosophy to that of GRAAP but with a little variation in that

songs, drama, role plays, stories are used to pose the problems to the communities as against pictures used in the case of GRAAP. With the problem posed, the communities reflect on it and then act.

2.4.1.3 People Oriented Development Animation Technique, PAT

This methodology was developed by People Oriented Development of ECWA based on Appreciative Inquiry where the communities are enabled to envision what their community might be and to come up with a vision of self-promotion activities for the community measuring on their past achievement and not problems.

2.4.1.4 Participatory Learning and Action(PLA)

The PLA tool provides the staff the required attitudinal and behaviourial change during community entry. It helps the staff make the necessary enquiring, evaluation, sitting, listening. learning, and action leading to decision- making, ranking and implementation.

With these animation methodologies People Oriented Development went into action. The result was that 70% - 80% of the communities where the Community Development Officers CDOs were working came up with the following needs among others:-

1. Water was not sufficient both in quantity and quality.
2. Fertilizer to soil as continuous use has rendered the soil infertile.
3. Others - this include income generating activities, road

construction, culverts etc. All these expressed needs by the communities.

People Oriented Development has also responded accordingly by organising and empowering of the communities for self-help development.

4.2 ON THE JOB TRAINING

(a) Animation

Following the re-orientation programme by People Oriented Development of her field staff was the training on animation which is the main and cardinal activity. Animation is a process of creating awareness and conscientising the rural people on their felt needs through the process of dialogue and together find ways of solving those problems without letting the communities depend on the facilitator. The two earlier methodologies introduced with staff (GRAAP and LePSA) were both based on adult learning Principles with great emphasis on visualisation - the main elements being to "see", to "reflect" and to "act". The methodologies became effective tools for the community development officers (CDOs) in animation and conscientising the rural communities. The critical and most important point in the use of the methodologies is at the reflection stage where the community will discuss the consequences and causes of their own problems thus leading to a

variable action that will combat such problems in order to improve the condition of the community.

(b) WATER

Since the bulk of the Community Development Officers were agriculturist and a few had medical backgrounds none of them had skills in water supply. People Oriented Development(POD) made inquiries of other Non Governmental Organizations (NGOs) were involved with rural water supply. The Ekklesiyar Yan;uwa a Nigeria (EYN) well project was visited by Six Community Development Officers (CDOs) in Garkida for two weeks to study how they responded to the need of water. Another organisation visited was the Catholic self water project in Wadon Zonkwa in Southern Kaduna State. After these two visits People Oriented Development decided to proceed with hand dug wells as the technology was so simple that the rural people can embark on and even maintain with little external input. With the co-operation and the assistance of Mr. Theo Huitema People Oriented Development staff were trained on how to dig concrete lined wells. Again what motivated the choice of well is because underground water is clean and safe for drinking.

In order to ensure sustainability skills are always transferred to community member, to enable them build well even in the absence of the community Development Officers.

The problems encountered over time was hitting of rocks which was solved by the purchase of a sitting equipment and secondly communities members can also help in sitting wells since they know their environment better. Another problem was that of staff getting so efficient that every water need was seen in terms of digging a well. To solve that People Oriented Development is now working on alternative rural water supply system as different situation will demand different way of solving the water problem. This aspect of flexibility is very necessary.

People Oriented Development has mainly been involved in facilitating the digging of wells in the rural areas to solve water problems. Quite a number of communities have had this need met once the need is identified, and the community decides on having a well as a solution having gone through proper reflection in understanding fully the consequence of lack of water for them as a community and the causes of that situation. All the needed resources for the sinking of the well is discussed with the communities; when these resources are provided by the community. People Oriented Development staff will give the initial technical assistance and the provision of the needed equipment for the work.

Two people are chosen by the community members that will daily be in the construction site to learnt the skill. The staff will be with them

for up to three(3) days after which they are allowed to continue on their own. In most cases they finish the work on their own. Some communities sink added wells because they have learned the skills. This process is to ensure sustainability.

(c) **HEALTH**

Tropical medicine has it to say that 70-80% tropical diseases are water borne diseases and 75% of these diseases can be prevented with this fact People Oriented Development felt that health education is what is desired and not the curative medical care which involve the building of structures and the hiring of medical personnel to run these structures. Since People Oriented Development is not competent nor does People Oriented Development have the resources to build structures, preventive health care in other words called community based health care became the only viable option at her disposal.

Though this component took off late, it is closely linked to water supply. Responding to water needs resulted in the reduction of many water-borne diseases. In addition People Oriented Development went into training of voluntary health workers (VHWs) in the various communities that have expressed health as a basic need. Topics covered during such trainings normally include:

- How infectious diseases are transmitted and their prevention.

- Promoting healthy environment.
- Malaria and its prevention.
- Diarrhoea and its prevention.
- Practical demonstration on preparing nutritious weaning diet, etc.

It is very clear that some communities are really very poor that they do not have any health facilities of any kind and for such communities People Oriented Development intends to train their volunteers on personal health care which will enable them identify symptoms and treat minor ailments.

In addition People Oriented Development will need to collaborate with the ECWA community health programme for the supervision and monitoring of the voluntary health care. The training has resulted to the building of over 500 ventilated improved pit latrine (VIP) for proper faecal disposal.

It is true to say "PREVENTION IS BETTER THAN CURE". Apart from the construction of latrines, the voluntary health workers have continued to work with their community members in the promotion of health environment and for some communities they have become the voluntary community development officers where they have facilitated with digging of wells to give their communities good drinking water and other development activities.

This has become possible because of the practical approach giving to the training of the volunteers. During trainings field trips are made and homes of volunteers are visited, discussions on the consequences, and causes has led to self-discovery on what actions needed to be taken by them to improve the health situation.

(d) **FERTILIZER**

When the need of fertilizer was expressed it was always going along with a demand that People Oriented Development should supply fertilizer to the rural farmers. People Oriented Development, however, does not have the means to supply chemical fertilizer. The first initiative by People Oriented Development was to set up a learning farm where all the principles and concepts of organic farming were put in practice. This was primarily for the Community Development Officers to understand fully the concept of agroforestry and sustainable agriculture and to see how it works so as to equip them to animate the rural farmers properly, with the afore-mentioned methodologies of animation the CDOs were able to dialogue with farmers especially on the causes of the soil infertility and the possible consequences. With the economic depression Nigeria, the Government is gradually removing subsidy on fertilizer thus making it extremely expensive.

Politically, fertilizer has become the tool for oppression. Artificial

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scarcity is being created and it can only become available when people show solidarity to a particular political camp. With these the farmers are at a cross road. These developments coupled with proper animation from Community Development Officers farmers are now beginning to look seriously into their traditional sustainable agricultural practices. The Community Development Officers are helping the farmers to evaluate these practices in terms of their strengths, weaknesses and opportunities. They also look at the limitations and see how to possibly overcome them.

People Oriented Development has continued to mobilise the over two (2) millions ECWA members in tree planting. This concept is spreading and as the need has been seen by the rural communities they are becoming involved in the raising of seedlings in their own villages. As they get involved, the rural farmers see the relationship between animals, trees and crops benefiting them at a level they themselves can sustain. Food that is produced from organic farming is healthy and natural, void of chemicals that are prone to make people susceptible to various diseases. Secondly these were practices they developed and used over centuries, that are successful. There are also economic benefits to the farmer and the community.

The greatest challenge in this aspect is the time. Since farmers are used to the instant syndrome of chemicals as opposed to the organic

activity which takes time and since food is a basic necessity the production must be sustainable if people must survive. It is not feasible for Africans to imbibe Western form of agriculture.

The learning farms are now decentralised to the zones so that the practices become relevant to the peculiar needs of the communities. It has been of great interest to People Oriented Development as people make this shift in farming practices to what was abandoned before. People Oriented Development is still getting experience in this area. People Oriented Development sees sustainable agriculture and agroforestry in terms of the relationship that exists between crops, trees and livestock. When these are properly integrated man will always have a sustainable advantage. Several communities have intensified efforts in planting trees they value because if one of this components is lacking, integration cannot be possible. Communities have continued to give attention to this concept as farm inputs are beyond the reach of the ordinary farmers.

(e) **OTHERS:-**

There were other expressed needs by the communities during the animation process which include the need to build roads and construct bridges, culverts and cooking stoves which was expressed primarily by women as they trek long distances to get fire wood. Meeting this need

has helped in reducing the quantity of fire wood used by these women thus preserving the forest. Other needs expressed by Women are lack of income generating activities. Community Development Officers are facilitating the women in soap making, pomade making, tie and dye and the processing of cooking and healing oil from shea butter nuts. This has made the women give more economic support to their families.

(f) MANAGEMENT

People Oriented Development is operating a participatory management system which is in line with her philosophy. The management has grown from when it used to be a steering committee made up of zonal delegates (representatives of the CDOs), representatives of ECWA executive, medical department, ECWA Rural Development Limited, to a full management body which operates at two levels.

(g) THE SUPERVISORY COMMITTEE (Board)

This has a chairman who is experienced in development work. He gives direction and leadership to other members which include two field staff (CDOs) that serve on the board on a yearly basis to represent their other field staff which has enabled them involved in formulating policies for the organisation. Other members include men and women of various background and experience.

(h) INTERNAL MANAGEMENT

People Oriented Development operates at present in four zones with each zone having a facilitator heading it. The Facilitator with the Community Developmeny Officers meet on a monthly basis to discuss on their work and any other issues of concern. These Facilitators, the training officers in Agroforestry, Construction and Health, the accountant, programme officer and the co-ordinator makes up the internal management under the chairmanship of the co-ordinator of the programme. They oversee the day today running of People Oriented Development. This has always provided for full participation in the management.

I. EVALUATION

The first phase of the programme was meant to last for three (3) years but was later extended to five (5) years because the funds were still available. Within the initial period of three (3) years there as a mid-term evaluation of the programme. From the evaluation it was clear that People Oriented Development was having quite a good impact. Community Development Officers had a wide area of coverage and travelling distance was much because the demand for assistance of the Community Development Officers was just coming up at random. The evaluation team recommended that travelling distance be reduce to fifty

(50) kilometre radius and to have the villages in clusters. This recommendations were refining the organisational structure to remove role ambiguity and secondly the building of viable community organisations, as most community project implementation committees operate on ad-hoc basis which was not sustainable. The evaluation exercise was quite beneficial to People Oriented Development as it helped her stay in focus with her set goals and objectives. The evaluation team had members from the ECWA Executive, Supervisory Committee, Management, Community Developement Officers, donor agency. Independent external evaluator. Comprehensive reports of the two evaluations are available at People Oriented Development head office in Jos.

The additive of growth in People Oriented Development has been these two evaluations (Mid-term, End term). Evaluation in People Oriented Development is going to be a continuous process. Any organisation that wants to progress evaluation is a must and should be planned for. This has helped People Oriented Development so much that she knows what to do and at what time. It helped People Oriented Development to reflect back to see what has been done in past and to see which way to go.

(j) FLEXIBILITY

(1) Acquired Immuno Defficiency Syndrome (AIDS).

The needs of communities vary, all depending on the socio-economic status of such communities. As People Oriented Development progresses, it was discovered that she could play a vital role in educating the rural people on AIDS which is a deadly disease that has plagued the globe and have great potentials of becoming a national disaster if something is not done. People Oriented Development using the Graap series has helped the communities they are working in and Churches to know more about the disease and how they can prevent themselves from getting contacted as against the usual campaign on AIDS. This is having a lot of impact in the lives of many people as their habits are moulded for the better and as they resist indiscriminate means of infections from people. Most of them now buy their syringes and needles that are used on them.

(2) **Youth Unemployment**

In the rural communities, Youths have less work to especially in the dry seasons.

The schools system has been bastardised and youths are terrorising people in form of armed robbery and other crimes in the rural areas and in the cities.

People Oriented Development is working hard to combat this ugly situation through training of youth in skills development using available local resources. A manual to that effect is being worked upon.

(3) **Animation Methodology**

People Oriented Development has been going through a process of transformation starting from when she was using purely Diffusion model of extension into a problem solving approach in community based by using Graap LePSA and PRA Approaches. With the experience that People Oriented Development has acquired over the years coupled with the fact that the present animation methodologies being used by People Oriented Development were developed by other people and it is quite expensive getting these materials. As a result it has become very necessary to develop her own methodology which is in line with her philosophy of not depending on other people.

The methodology that is being developed is based on the concept of "Appreciative inquiry" which builds more on the positive experiences of people and using that to envision the future of their community through the process of dialogue to achieve their goals as against the present methodologies currently in use which have great emphasis on problem solving.

(k) FINANCES

People Oriented Development would have still been an idea today if there were not finances to translate these ideas into reality when the idea was hatched the limiting factor for implementation was the finance. A three (3) year proposal was sent to EZE in Federal Republic of Germany and the approval was given. As earlier said this same money meant for three (3) years was utilised in five (5) years due to prudent Management. This has expired and another agreement for three (3) years has been approved. However, People Oriented Development is aware of the fact that this financial obligation by EZE will not be eternal hence the need to source for internal funding to ensure sustainability.

As it is now EZE is funding 84.65% and the remaining 15.35% is from within. The church leadership is being educated and they already are making comments that such a laudable programme should not be left to collapse when out side funding ceases to come. Inter Church Fund for International Development (ICFID) has continued to support the medical work within People Oriented Development. They have contributed the 12½% that is supposed to be contributed by the medical department. People Oriented Development aims at becoming self sustaining in the future.

2.5 General Problems among Rural communities in Nigeria

(i) **Low Literacy Level** - This serves as a constraint in accepting and adopting innovations. For this reason the level of productivity among the rural communities is very low.

(ii) **Inadequate Extension Staff** - Government extension staff are very few compared to the demand for them in the rural communities. This also means that the level of awareness being created is very low.

(iii) **Poverty** - Rural communities are characterised by high level of poverty hence will hardly be able to accept or adopt innovations that will involve cost.

(iv) **Rural -Urban Drift** - Most of the youth in the rural communities are in the urban areas in search of employment or white-colar jobs. This has affected the manpower development among the rural communities.

(v) **Lack of Basic Amenities** - Such as pipe borne water, roads electricity and health facilities. These have reduced the adoption of technological innovations.

2.6 FACTORS AFFECTING RURAL DEVELOPMENT

The factors that affect the process of rural development include ecological, economic, administrative/political, cultural, technological, and public participation. Meaningful rural change will depend on the balancing of these factors to attain desired results.

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(a) **The Ecological Factor**

The environment of any country offers both potential and constraints for development. The land area, its terrain, combine with its climate, soil, flora and fauna, determine the nature and direction of development of agriculture, forestry, livestock and fishing. The mineral deposits, their location, extent and quality directly influence the development of mining, energy and manufacturing activities. The availability and distribution of water resources including the pattern and flow of rivers, have direct bearing on the distribution of human settlements, transport and communication, as well as the potential for development of infrastructure and facilities. Thus, Aboyade (1976) rightly stated that the "endowment of nature forms the basis for man's primary economic activities". Natural resources of a country are not evenly distributed over space, hence, rural development policies and planning strategies will defer from region to region within a country. Any adopted rural development approach ought to reflect the natural resource endowment of each region.

(b) **Economic Factor**

The availability of finance and capital resources are necessary to sustain rural transformation programs. The non-availability of capital for example, may mean that particular critical labour bottlenecks remain

significant limitations to productivity. Lack of capital may also mean that necessary or suitable machinery for the process of rural change may not be available. Although the availability of finance does not by itself explain development success or failure, it is still an important determinant of the pace and pattern of such development.

Though its direct bearing on capital formation, finance provides the link between potential and development (Aboyade, 1976).

Martin (1986), noted that there is no price incentive for improving or maintaining the quality of production and no guaranteed or stable pricing system for stimulating growth in the volume of production. This create situations where farmers after achieving increased production run the risk of a glut in the market. He associated such glut in the market largely to poor or inadequate state of roads which frustrates an efficient system of interregional transfers between regions of surplus and those of deficits. This directly affects the income levels of the rural population and therefore influencing the degree at which they can be involved in the development process.

The economic factors are particularly significant in the implementation stage, though they are also essential factors for consideration at all other stages of the rural development process. The availability of financial and capital resources are crucial for the successful

implementation of rural development programmes at any level. The non-availability of economic factors in abundance, have led mainly to failure of some rural development programmes at the national, regional and local levels. They are the major constraints to the achievement of successful rural development in Nigeria.

(c) Cultural Factors

In every society, the past persists in shaping the present and the future of such a society. Knight (1976), asserted that no human society has been able to cut itself off from its own history and that the more far-reaching social and political revolutions inevitably wind up carrying over prior attitudes and institutions into their "new" orders. In their future worlds, the past somehow asserts itself just as in todays world. Thus cultural control of change may manifest in any society and the rationality for change lies ultimately in the recipient rather than in the agent of change whose exhortations go unheeded until they assume cross-cultural relevance (Martin 1986). This means that for deep relevance and especially for effective improvement in the living standard of communities, rural development should be culture-based. People are receptive to change if it is defined as growth and development in the traditional economy. On the other hand, there are times when

environmental cost may force change inspite of the cultural costs involved.

A given cultural system contains several dimensions and each dimension does not function in the same way in response to new influences on a society. Rural societies will respond favourably to change that is locally meaningful and rational. This is best attained through involving the affected communities in the development process.

Rural development programmes design to benefit the poor people living in rural areas have often met with failures because of their non-involvement in the formulation of goals and objectives. Goals formulated for communities by experts on most occasions do not reflect the basic needs of the people and this often results in their participating in the project negatively. To by-pass these cultural institutions means that the authority's power to mobilize the people for action will be limited. These cultural institutions can serve as serious constraints to development when the programme to be implemented has no relevance to their needs and most importantly, if it conflicts them.

(d) Bureaucratic/Political Factor

The political and administrative set up can influence the rural development process of a country. The administrative set up poses a serious obstacle to the successful implementation of rural development

programmes in Nigeria. Community participation in the decision-making process is impeded by the bureaucratic structure of government and agencies concerned with rural development. These bureaucratic structures emphasize and encourage centralized system of decision-making which does not lend itself to community participation. The achievement of effective rural development in Nigeria demands decentralization and devolution of decision-making power in the planning and implementation of rural development programmes.

The political process of a country determines the nature, direction and purpose of economic development and this in turn determines the extent of community participation in the development process. Where economic resource and benefits favours or are concentrated in the hands of few members of the rural society, the capacity of the majority to participate in rural development programmes will be limited. In Nigeria, politics determines the best development priority and its location. A rural development programme may be planned for a local area where the hope of achieving the stated goal may be questionable, but because it has the political backing, the project is implemented without consideration of the cost involved. Because of this political factor, large resource have been allocated for programmes in areas where the cost of implementation and maintenance exceeds the benefits to be derived from

the programme by the greatest margin.

This forceful injection of rural development programmes into areas where the environment is not very conducive have led to resources wastage and subsequent failure of such programmes in every part of the country.

(e) **Technological Factor**

The introduction of modern technologies in the form of farm machineries are necessary pre-requisites to increase rural production and subsequent development. The use of modern technology and the consequent increase in agricultural production in the developed world have been seen by the developing countries and Nigeria in particular as the surest means by which the rural areas can be developed. This conception has manifested itself in the strategies the Nigerian government is using to effect rural development. Available evidence indicate that Nigeria has chosen to approach the rural problems through the extensive mechanization of agriculture both at the state and national levels. It is assumed that the approach will hasten rural development and also create a situation which allow the involvement of the rural population in the development process. This assumption led to the importation of new agricultural machineries into the country. This in turn led to land consolidation in several areas and the creation of surplus rural

labour that could not be absorbed in other sectors of the economy. Studies of Agricultural Development Projects (A.D.Ps) in Nigeria show cases of income marginalization among certain group of farmers within the project sites as a result of the use of new methods of farming.

The Nigerian farmers are used to simple implements like hoes, cutlasses, knives and axes which are employed for agricultural activities on small private plots for the production of crops for subsistence and cash. The introduction of expensive modern technology into the traditional setting and 'pressurizing' the people to abandon their familiar and appropriate tools has been argued to be the major reason for decline in rural productivity. This has influenced the rural development process owing to it wrong usage. D'Silver and Raza (1980) in their study of the Funtua Agricultural Development Project concluded that the use of new technology and new techniques of farming does not necessarily mean agricultural output will increase. They found out that overall agricultural output among traditional farmers was as much and even more than those of the modern farmers in some cases (Baba, 1985).

The new technologies are expensive and the possibility of the individual small-scale farmer having access to them are slim. This is because these group of farmers fall within the low-income category in society. This group can only have access to the new technologies when

they are organized into co-operatives through which resources will be mobilized for the procurement of the machineries and inputs. If people are left as individuals, the new package will be meaningless to them since their access to them will be hindered by financial and technical constraints.

The success of rural development in China for example, did not come about through the use of very complex technology but by the use of the traditional tools. The modern tools employed were those that were very relevant to the Chinese tradition and culture. From the Chinese experience, there is the need for the Nigerian government to emphasize the use of simple tools like the ox-plough and other hand tools which not only reflect the tradition of the people but can easily be adopted, purchased and maintained by the individual family. The adoption of those new techniques of farming cannot be possible and least of all their effective participation, if the majority of the people are not literate in these modern ideas, techniques and methods. So also if they are in poor health. There is the need to diversify the rural economy by the establishment of small-scale industries. These industries will serve as absorbers of the large surplus labour created by the mechanization of agriculture. The Nigerian governments have tended to concentrate industries in the urban centres to the neglect of the rural areas. Rural

development in Nigeria cannot be achieve by the use of modern techniques of farming alone, it also requires taking into consideration the well-being of the people to be developed. The fundamental essence of development lies in the improvement of the human person through the provision of his basic needs and not merely the realization of rapid economic growth, (Nkom, 1984).

The provision of the basic needs of the people should be the guiding principle that will determine the type of technology to be used. This technological actor should be taken into serious consideration at the stage of plan formulation and pursued during plan implementation.

(f) **Community Participation Factor**

A major factor in the rural development efforts is the involvement of the people at large in the process of change and development.

Planners in Nigeria seem to have thought that the success of a given local development project is largely a matter of the method by which it is carried out not much to do with the perception and attitude of the people and the role they can play towards the success of such projects. Hence they have been left out of the decision-making process. Thus, several rural development programmes have failed because planners have proceeded without taking the time to involve the people directly concerned until at such a point when it is necessary to gain their

consent.

People are not always involved in decision-making, implementation and management of rural development programmes due to planners' views that members of a community to benefit from the programmes are not well equipped or competent to collaborate with them. By the time the cooperation of the community is needed, the planners would have worked up considerable investment in their plans and in such cases, are often far more committed to defending than attempting to understand objections to them, (Lele, 1975). The relationship between the change agents and the target population should be one of collaboration if meaningful rural development is to be achieved.

The elimination of the future beneficiaries in the decision-making process means that the planners are refusing to appreciate the fact that the local community in which programmes are being implemented is not itself an undifferentiated mass of isolated individuals. The community, according to Nkom(1984), is made up of people who have a structure, people who have been living together in a society with a set of complex social relationships. The involvement of the local people in the development process is very critical.

It has often been claimed by planners that social structures existing in rural area create serious problems for the speedy implementation of

rural development programmes. This is valid only to some extent and it is infact a result of the non-involvement of the people in the development process. Speedy programmes implementation through the involvement of the local people requires taking a deliberate decision on whether to use the existing social structures as the channel for communication or creating an entirely new leadership structure with a new set of democratic institutions. Through this method, meaningful participation can be achieved both at planning and implementation stages of the rural development programmes.

The need to involve the people in the decision-making process goes beyond the need to make them aware and ensure their participation. It may result in the development of more adequate plans which avoid some unforseen consequences of the projected change as the people give feedback to the change agencies. The overall effect of involving the people in the decision-making process is that it ensures that plans do not lose touch with the people affected and also ensures that the interests of the people are not traded off with narrow individual and group interests or even national benefit. whenever the interest of an entire community is reflected in a rural development programme, their participation is ensured and will subsequently lead to the success of the programmes.

To develop the rural areas demand that serious consideration and attention be given to the factors discussed above, both at the planning and implementation stages of the rural development process. This will help planners produce plans which will reflect the resources available in each area and the needs of the people.

CHAPTER THREE

HISTORICAL PERSPECTIVE OF ECWA IN NIGERIA

3.1 Historical Beginning of ECWA

ECWA as an indigenous church in Nigeria was founded in 1954 by an evangelical Faith Mission from the West called Sudan Interior Mission SIM. It was then known as "Association of Evangelical Churches of West Africa (ECWA)". Since then it has grown from a position of weakness, obscurity and humble beginnings in Northern Nigeria to become one of the largest Evangelical denominations in Africa and also in Nigeria.

The early beginnings of this Faith Mission was spearheaded and sponsored by European and the North America Societies, especially the Toronto area of Canada in the 18th and 19th Centuries.

One of the important characteristics and features of this Faith Mission Movement was the strong believe in the works of charity and social improvement of other people through medical educational and agricultural or industrial services.

As an Envangelical Faith Mission SIM from the West had to contend with the complex issue of traditional African Society, Islamic Society and the colonial administration.

ECWA main national headquarters is in Jos Plateau State Nigeria with forty three district church councils. Its operation involves:

3.2 Objectives:

Some of the objectives of ECWA are as follows:

(i) To preach and teach the Bible, the Word of God.

(ii) To maintain a strong body of Christ's followers for the advancement of the public worship of God the Father through Jesus Christ our Lord.

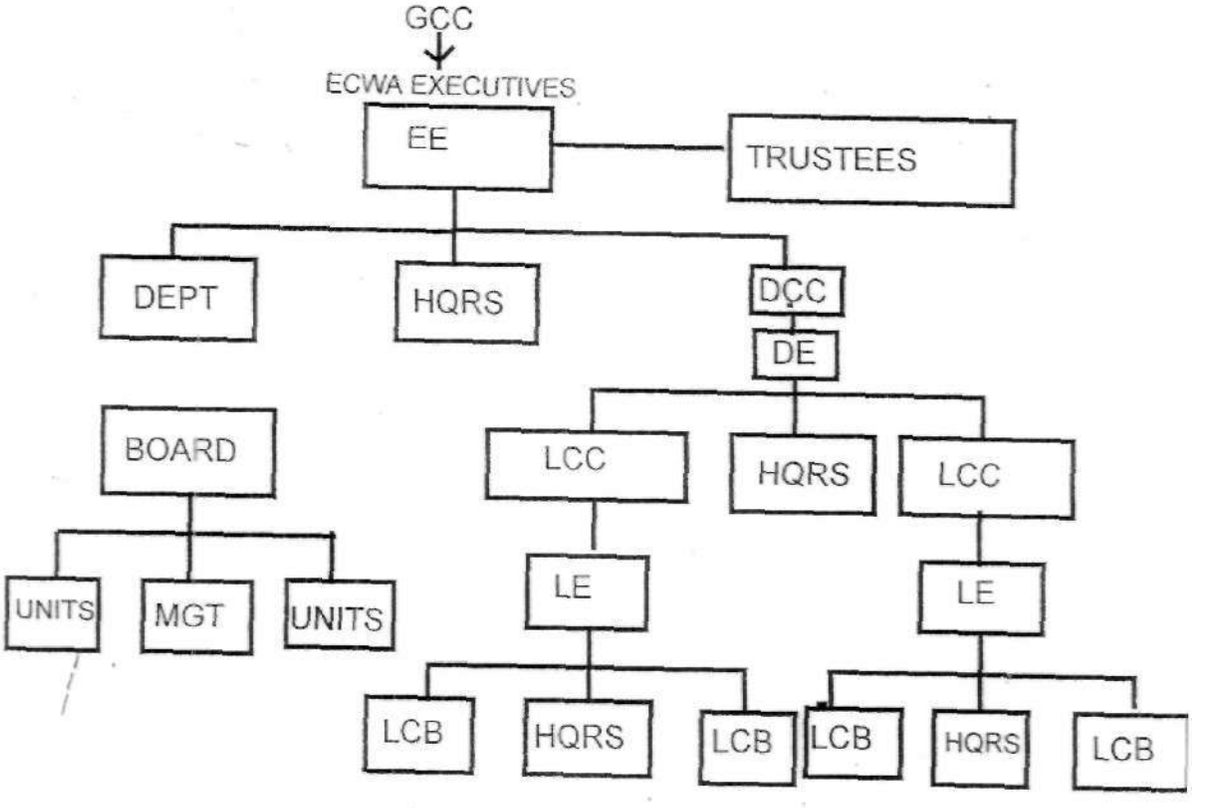
(iii) To promote church evangelistic, educational medical and welfare work and further these interests through publications, radio, television pulpit or other means consistent with the character and purpose of the church.

(iv) To feed the hungry, clothe the poor, support and enrich the needy both physical and spiritually.

(v) To enter into any arrangement with the government of Nigeria or with any other governments or authorities state, local, municipal or any other ..... and to obtain from such governments or authorities all rights concessions and previledges as may be conducive to the above mentioned purposes, or any of them.

(vi) To join hands with the governments of the land in promoting moral and physical development of our nation.

3.3 STRUCTURE



Source: ECWA Manual

From the above ECWA organisational structure, it shows that the hierarchy of Administration is divided into councils and boards at different levels with the general church council forming the highest policy making body.

3.3.1 The General Church Council (GCC)

This is the highest policy making body and meets once in a year at the headquarters but may convene for extra-ordinary sessions as needs arise within a year.

3.3.2 District Church Council (DCC)

The DCC represents ECWA at the District level in accordance with policies, practices and regulations laid down in ECWA constitution and bye-law and GCC resolutions. It convenes no less than two times in a year.

3.3.3 Local Church Council (LCC)

The LCC represents ECWA at an intermediate level between the District and the local Church Board level in accordance with policies, constitution and bye-laws and GCC resolutions. It convenes not less than four times in a year.

3.3.4 Local Church Board (LCB)

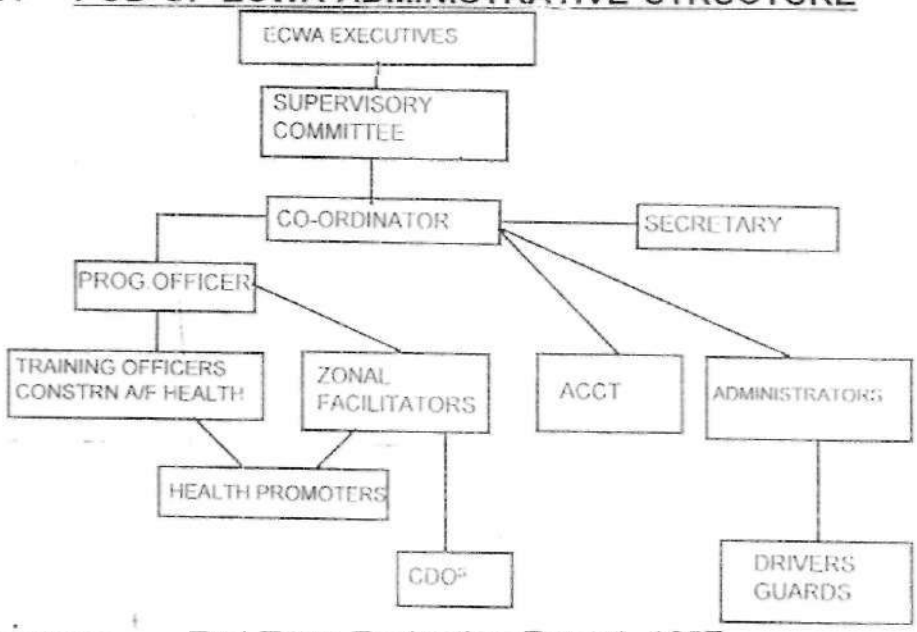
The LCB consists of all who have been received into membership of the local church as stipulated in ECWA constitution.

3.3.5 Boards - ECWA has both governing and advisory boards as the case may be over departments, institutions and local church Boards.

3.3.6 Departments

The departments are the operational arms of ECWA at the different levels.

3.4 POD OF ECWA ADMINISTRATIVE STRUCTURE



Source: End Term Evaluation Report, 1997.

3.5 FUNCTIONAL OPERATIONS OF ECWA

3.5.1 General Operations

ECWA acts through its annual general Church Council, through its Executive Councils, districts and local Church Councils, its Committee and Boards, its Officers and Trustees. The Executive Bodies, District and Local Church Councils Committees Boards, Officers and Trustees are subject to the Annual General Council which shall have full authority concerning all matters pertaining to ECWA. The day to day administration of ECWA is being governed by the constitution and Bye-Laws, Ministers' Handbook, condition of service and the Rules and regulations governing various sectors of ECWA.

3.5.2 Finance

ECWA depends for its work primarily on voluntary subscriptions and designated contributions. Such contributions and subscriptions are administered according to ECWA Bye-Laws and financial guidelines.

3.6 ECWA GENERAL DEVELOPMENTAL APPROACHES TO RURAL COMMUNITIES

3.6.1 ECWA RESOURCE AND STEWARDSHIP DEPARTMENT

The first rural development teaching seminar was held in Roni in 1970 under the above named department. It was carried out on annually for several years within the Kano-Katsina District. This department was ratified as a resources and stewardship at the April, 1976 General Church Council meeting.

3.6.2 ECWA RURAL DEVELOPMENT DEPARTMENT

As the resources and stewardship department developed the name became ECWA rural development with the following goals:

(i) To improve the image of farming and to stimulate interest in this occupation because of its importance and potential for the individual and the nation.

(ii) To raise the standard of living of those already involved in farming, to relate the Christian Faith to all of man's needs (physical, social and spiritual) and to emphasize the accompanying responsibilities.

(iii) To use rural development as a channel to stimulate the growth and the strength of the Christian Faith and its outreach.

(iv) To acquaint farmers with government and other resources and to encourage utilisation of these.

The rural development department was originally planned in such a way that a commercial section of the program will generate service within the program. The extension officers were assigned to do both parts of the program, commercial activities as well as extension services in rural areas.

3.6.3 ECWA Community Health Program

This department was established under the ECWA medical services having several curative services all over the North of Nigeria. Apart from the hospitals there are about one hundred and fifty clinics (dispensaries) as a "Community Health Programme". The need for starting this community based primary health care service within ECWA has been recognised since the beginnings of the 1980's and they are essentially involved in addressing the various health needs and problems in the communities.

3.7 ECWA Operational Success in Nigeria

3.7.1 Mission work

ECWA has successfully carried out her mission work in the

following Ministries:

(i) Local Church Boards: Pulpit Ministry, evangelism, church planting, spiritual and social ministry and edification.

(ii) Evangelical Missionary Society (EMS): Evangelism Church Planting and Mission.

(iii) Christian Education: Edification, Christian Outreach, Publications and Evangelism.

(iv) Eternal Love Winning Africa (ELWA)

Christian Radio Ministry and edification.

(v) **ECWA Productions Limited (EPL):**

Edification, Literature Ministry, Publications and Evangelism.

(vi) Media: Christian outreach, Cassette, video and television Ministry, edification and evangelism.

(vii) ECWA Institutions: Training of teachers, Pastors, Evangelists, Missionaries and Christian Workers.

3.7.2 Socio-Economic Developmental Needs

3.7.2.1 Medical : Meeting man's socio-economic needs, social development and evangelism.

3.7.2.2 Rural Development

Meeting man's social economic needs, social development and evangelism.

3.7.2.3 People Oriented Development

Meeting man's socio-developmental needs and evangelism.

3.7.2.4 Prayer and Church Renewal

Edification, renewal, revival, prayer, evangelism, discipleship and crusades.

3.8 OPERATIONAL PROBLEMS

3.8.1 Revitalisation of ECWA Ministries

ECWA leadership is yet to take serious stock of what might have been responsible for moral and spiritual decline and decay of some ECWA Ministries.

3.8.2 Redefinition of SIM/ECWA Ministries

SIM/ECWA Ministries had been changed and redefined in terms of our socio-political and socio-economic life which might have resulted in the loss of the vision, goal and objectives of the founding fathers and hence the loss of the concept of Ministry and service to Christ and His Church with many ECWA staff and Officers.

3.8.3 ECWA as a Means of Livelihood

ECWA Ministries to some extend are received and seen as means of livelihood, "what we can get out of them." "What are our material benefits" and means of enhancing our social, economic and status positions in society? ECWA departments were not viewed and seen as

means of livelihood or means of providing jobs to Nigeria and help for people to be gainfully employed.

3.9 ECWA Futuristic Approach to Community Problems

3.9.1 Development Education/Rural Development Strategy:

3.9.1.1 People Oriented Development: The department shall develop a comprehensive strategy of expanding its programmes of development education throughout of ECWA Districts. It shall enable communities assess their social and development needs and also enable them develop an educational programme of meeting such needs. The department shall also in conjunction with Rural Development and the Medical Department develop a strategy of mobilising and training communities towards self-reliance and self-help in the areas of water, health and agricultural and economic sectors.

ECWA has also ensured that strategies are developed in every level of her operations towards meeting community needs.

CHAPTER FOUR

RESEARCH METHODOLOGY

4.1 INTRODUCTION

This chapter is devoted to the methodology used in the research process. This would enable the readers to know the sources of data used and the method used in reporting and analysing the data. As earlier stated, the study is on rural community development strategies for economic self-reliance in Nigeria and sampled rural communities from ten states were used to give the impression of the subject of the study.

4.2 TYPES OF DATA

Data simply refer to recorded observations. There are bascially two types of data, primary and secondary data.

4.2.1 Primary Data

The primary data are those which are usually gathered by the researcher in form of documents for the purpose of the research. In order to obtain data that would provide information on the operations of the People Oriented Development of ECWA and the strategies for economic self-reliance of the under-previledged in the rural areas of the country, both questionnaires and personal interviews and observations were used.

(a) **Questionnaires**

A Total of 60 questionnaires were administered among People Oriented Development field staff and community members in some selected districts and communities of the ECWA programme in the Northern and Southern part of the country respectively.

(b) **Personal Interviews and Observations**

Under this the researcher interviewed some of the Zonal Facilitators (Zonal coordinators) at the head office in Jos. Personal visits were undertaken to some community projects in Mangu, (Plateau State), Malumfashi, (Katsina State), Tudun wada (Kano State) and Zaria envrion to observe communities self-help projects. Also the researcher's practical experience as a district community development officer and as a Zonal coordinator for over nine yers was extensively used.

4.2.2 Secondary Data

Secondary data are those data recorded by someone who obtained his data indirectly. These include published and unpublished documents such as reports, magazines, brochures, typewritten or hand written documents. In this research work the use of the available literature on the subject was extensively made especially from publications of previous evaluations reports (1993 and 1997), brochures, trainings workshops and historical development.

4.3 RESEARCH DESIGN

The research design for the study was the survey design using the exploratory method. This method in the view of the researcher reveals useful informations within a short time. The choice of this method allows a large number of correspondents who themselves constitute a sample. The purpose of this method was not the collection of the data per se but the discovery of meaning in the data collected, so that facts and events could be better understood, interpreted and explained. The surveys were based on very simple procedures such as collected data by asking people questions through self administered-quetionnaires and interviews. This was found to be cheaper, quicker, broader, in coverage than most scientific experiments. It also gives an insight for hypothesis testing in the course of the reserch.

4.4 INSTRUMENTS USED

The instruments used for collection of data for this research were mainly questionniares interviews and the use of available literature.

Two sets of questionnaires were administered, one to poeple Oriented Dvelopment staff ("A") and the other set ("B") to the rural community dwellers where ECWA has been working in. Interviews were also granted to key poeple Oriented Development staff in Jos for further

clarification. The questionnaire and interview methods were used to support literature read from people Oriented Development of ECWA published and unpublished data.

4.5 POPULATION SIZE.

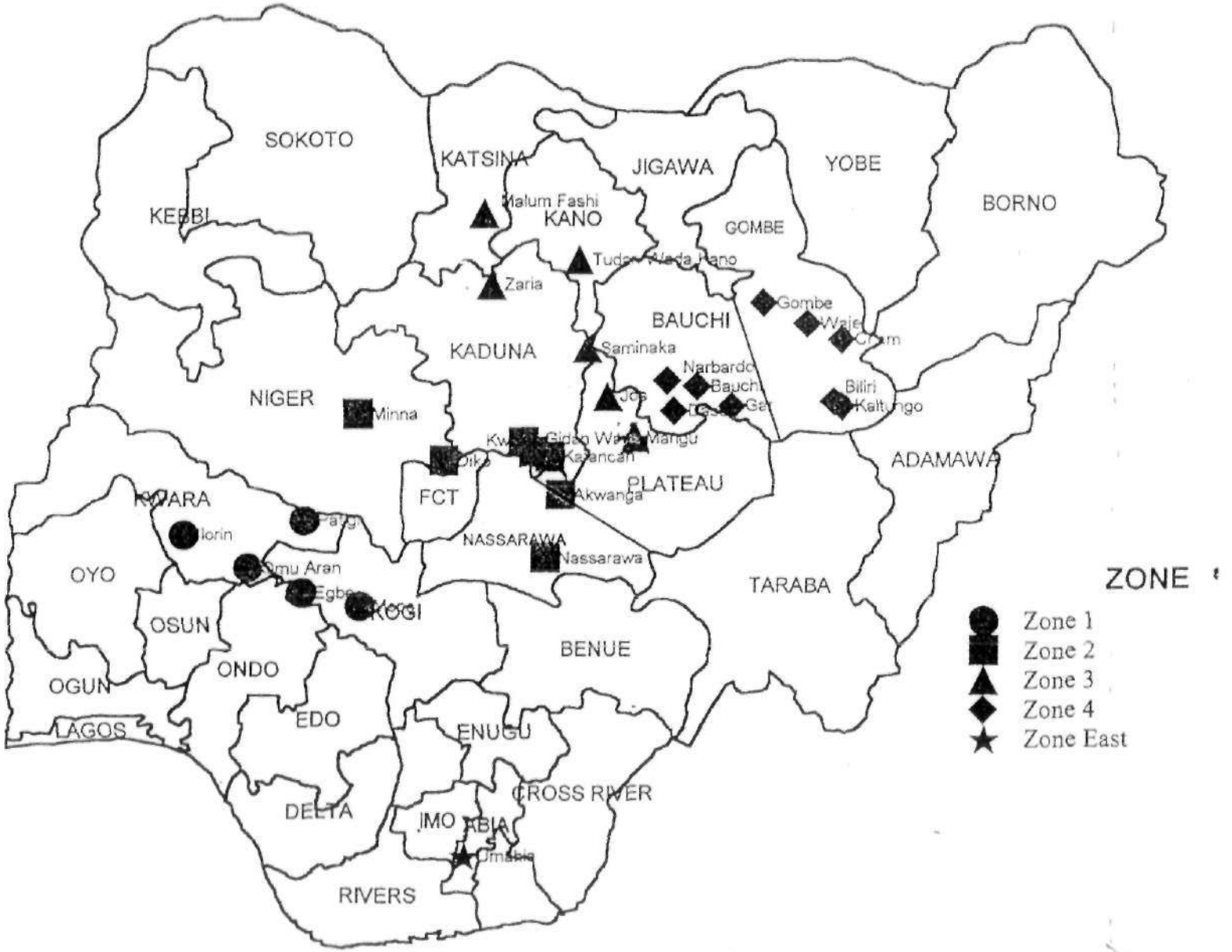
Efforts were made to get response from both field staff and some of the community members being reached by the POeople Oariented Development programme by administering two sets of questionnaires covering part of Bauchi , Gombe, Niger, Nassarawa, Kwara, Kogi, Katsina, Kaduna , Kano, and Plateau states respectively. This sample constituted 90 % of the states presenty being reached by the People Oriented Development programme of ECWA.

The researcher believed that there are so many rural communities in Nigeria that are being reached by the ECWA programmes. An effort to get a response from some was considered very necssary. However, the choice of the communities and the channel of information gathering were based on time and financial constraints.

4.6 PROCEDURES FOR DATA COLLECTION

In order to get information from the grassroot, two set of questionnaires were administered to field staff and community

POD Staff Locations



members.

The questionnaires were administered to individual members of the various communities where People Oriented Development of ECWA has been operating in through the assistance of the district Community Development Officers in the sampled population directly. The questionnaires questions were presented by these officers by translating to the local languages of the respondents in their respective communities (Hausa,Yoruba). The aim was to ensure that the respondents reply to the questions and thus helped get the informations from the district correspondents. Most of the questions in the questionnaires were closed ended with the advantage of being standard ised, simple to administer, quick and relatively inexpensive to analyse.

Interviews were granted to some of key management staff, most of them representatives of the field staff from the various zones in order to get further clarification on the operations of the Poeple Oriented Development programme. This was in addition to the published and unpnublished data consulted.

4.7 METHODS OF REPORTING AND ANALYSING DATA

Descriptive method and the use of questionniare was extensively used in reporting and analysing the data collected. Issues like strategies for economic self-relaince adopted by People Oriented Development of

ECWA to ensure successful implimentation of the rural coimmunity based development approach and the peculiar problems faced by the ECWA programme in the course of implimentation and operations of the programme were analysed using descriptive means.

The questionniares were desinged and sent through the four zonal coordinators (facilitators) to the field staff and community members in ten out of the eleven states of the ECWA programme.

The primary purpose of the qestionnaires ("A"&"B") were to reveal:-

(i) The under-previleged rural dwellers rational.qualities and capabilities of sustainning and indigeneous development based on the knowledge of their enviroment and available local resources.

(ii) Whether or not approaches hitherto been packaged from the top had regarded the people.

(iii) The various strategies being employed by the ECWA programme towards empowering the target group for economic self- reliance and the differences the prograamme has made (if any) in the life of the beneficiaries.

4.8 ANSWERING THE RESEARCH QUESTION

To be able to assess the performance of ECWA programme in the rural community based development strategies for economic self-reliance, the researcher embarked upon a very careful and objective analysis of the data/ information collected. In the absence of statistical analysis, the researcher had no other option but to rely very heavily on what he believed was a fair interpretation of the available informations.

CHAPTER FIVE

DATA PRESENTATION AND ANALYSIS

5.01 COMMUNITY ORGANISATIONS OF PEOPLE ORIENTED DEVELOPMENT OF ECWA

For community development programmes to be functional and sustainable, People Oriented Development sees it necessary that committees from within the community who would be responsible for running such development activities are elected. These are Community Development Committee (CDC) and Project Implementation Committees (PIC). In communities predominantly ECWA, most of the organisations are church based. The level of community organisation varies greatly between communities, some communities have strong organisation while others are not yet strong and in most cases women are under represented. The involvement of other members of the community depends largely on how well it is organised and supervised ('97 evaluation report).

5.0 2 THE DEVELOPMENTAL METHODOLOGIES EMPLOYED BY PEOPLE ORIENTED DEVELOPMENT IN THE FORMATION OF COMMUNITY ORGANISATIONS

(i) Awakening

People Oriented Development of ECWA enables communities to

learn more about their own situation - to see, reflect and to act in a participatroy manner. This is carried out by employing all the available methods of participatory learning and action tools - PLA, GRAAP, LePSA and PAT which are being referred to as animation methodologies. Animation being the term that has come to be acceptede to refer to all the processes involved in raising awareness of any given community situation. It aims at identifying the community needs/problems or even their visions and aspiration, prioritising these problems or visions, identifying their potentials/resources in the community and how they can mobilise themselves using those resources (natural and human) to solve their prioritised problems or achieve their visions.

5.2.2 Rationale of Animation Methodologies

All the animation methodologies used in People Oriented Development of ECWA can be grouped into three based on the philosophy behind which they were developed and used:-

(i) Participatory Learning Concept

This concept focuses more on the attitudinal and behavioural change necessary for the facilitator in the community to effectively carry out participatory learning and action through inquiry, planning and evaluation during community entry.

(ii) Problem Solving Concept

This focuses on felt needs or problem identification through the analysis of causes and consequences of such problems, prioritising them, making analysis of possible solution, planning involving the mobilisation of resources. This most often than not, presupposes that some outsiders are likely to bring solutions to people's problems thereby creating dependence on source of solution. The methodologies based on this concept include GRAAP, LePSA, PRA etc.

(iii) **Appreciative Inquiry Concept**

This refers to both a search for knowledge and a theory of intuitional collective action which are designed to evolved a vision and a well of a group organisation or society. It is an inquiry process that affirms peoples symbolic capacities of imagination and mind. As well as people social capacity for conscious choice and cultural evolution.

Appreciative inquiry basically considers positive experience, forcasting the future base on present realities and leading organisations or people-forward. It is also collaborative that is involving people focusing on people's potentials not problems. It makes people utilise their positive experiences to dream or forcast what they would be in future. This is the concept behind which People Oriented Development of ECWA developed her own animation methodology - PAT (POD Animation Technique).

5.023 Group Empowerment

People Oriented Development of ECWA encourages communities to plan, impliment, manage and evaluate their development efforts. They enable them see their capability and potentials through the animation process and challange them to search for solutions. Tetsunao et al rightly put, participation alone is not enough for a programme to be owned and sustained by the local community. Empowerment must occur as well. Restoring hope and self-confidence within the community is often the first step to empowerment. An initial activity of doing something together that an individual could not achieve, such as transforming muddy spring into clean water that is stored and available near one's home, generates confidence and motivation.

Empowerment also involves the "spiritual" dimension. Fear and adherence to local beliefs can prevent the acceptance of the most basic and needed changes. This must be recognised and addressed the power of evil spirit over inidividuals. Prayer and spiritual discernment become critical tools of problem analysis and solution identification for empowerment in wholistic ministry.

(i) Education and Community Empowerment

Literacy is important for empowerment to take place. If people cannot-read and write, their participation in the development process will

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be limited at some point.

	No. of Respondents	Percent of total persons that responded.
Adult education	4	18
Nursery/Primary School	9	40
Secondary School	5	23
Others (none)	4	18
Total	22	

Source: Field Survey

The above data showed a fair level of literacy which is relevant for community empowerment. It can also be said that in some cases empowerment must occur before significant participation is possible. Some communities are already organised and only need resources. In others, people must be helpied to learn to help themselves. Often this requires new skill and knowledge, just as in other areas of intervention such as agriculture and health.

5.023 Institution Building

People Oriented Development of ECWA has been helping communities to set up Community Development Committees and make use of existing groups. The aim has been to maintain a sustainable

participation and ensure benefits of the projects to community. This has been an intentional part of the programme strategy through which Community Development Committees have been receiving trainings in order to enhance the performance, growth and sustainability of their organisation. This capacity includes the capacity to forge links with other organisations, design and continue ways for local residents to participate in decision-making collect information from local persons for decision-making and development processes for solving problems and implimenting decisions.

5.03 TYPES OF PROJECTS UNDERTAKEN BY PEOPLE ORIENTED DEVELOPMENT OF ECWA

5.031 The Characteristics of the Studied Communities

Before the establishment of People Oriented Development Programme, existing rural community were quite familiar by the church through her outreach activities in the various districts in Ngieria. In Northern Nigeria, the 'Maguzawas' a predorminantly Hausa Fulani are found living in clusters with each cluster having a Mai Ungwar or community head. A peculiar feature is the fact that each seems to know one another by name and the family he/she comes from. In the other districts of the church there are similar different ethnic groups in the west east and middle belt of Nigeria with settlements and other

chracteristics peculiar to the different cultures and traditions.

In these various districts of the church of the rural communities the main occupation is agriculture in which they depend not only for livelihood but for survival in many instances. The result of this over dependence is multi-dimensional vicious cycle of poverty. The other contributing factors to this poverty level are:

(i) **High Growth of Population**

Lack of proper birth control, the increasing population also increases the stress on the resources by which these poor communities make their living and meet their needs (soil, fuel supplies, animal fodder, grazing land, water resources).

(ii) **Lack of Participation**

This has been due to the fact that communities have been excluded from the existing structure of dicision making hence lack of access to the existing power system.

(iii) **Isolation**

Most of these communities are out of contact because of illitracy, lack of access to education and resources, peripheral locations marginalisation and discrimination.

(iv) **Material Deprivation**

These communities have very low income due to deprivation of

resources and assets mostly because of differences in belief.

(v) **Physical Weakness**

The result of malnutrition, leading to sicknesses, disability and lack of strength are common features of these communities.

(vi) **Lack of Power**

In many instances the existing power structure favoured stronger section of the people and deprived most of these communities of adequate access to resources of production resulting in the inability to avoid poverty or change the situation.

(vii) **Gender Inequities**

Women in these communities are vulnerable to poverty because they have little access to the means of production and receive the lowest wages. For a significant number of poor women, poverty is driven by inequities in access to education, health and other services and to the productive resources and assets. These inequities stem from the social and cultural roles which have developed over time for women both within the household, community and market place. The resulting gender roles means that investments in women are neglected and that women are in greater risk of being in poverty.

(viii) **Cultural and Ethnic Discrimination**

The indigenous and minority populations are often subject to ethnic

or cultural marginalisation. This has been an important factor in the generation and perpetuation of poverty among these groups. Cultural and social systems such as caste divisions have generated pattens of resource ownership, power and wealth which are difficult to overcome.

(ix) **Exploitative Intermediation**

The lack of access to credit in most of these communities often restricts the ability to undertake productive activities. This has forced dependance on intermediaries for loans at high interest rates creating greater vulnerability and powerlessness.

5.032 TYPES OF COMMUNITY BASED PROJECTS

5.0321 Agroforestry (Agriculture) Projects

The increasing cost of chemical fertilizer and its effect on the soil has led to the search for the adoption of other methods that could be sustainable. In this concept of farming the communities are encouraged to integrate legaminuous trees, animals and crops on the same piece of farm land. People Oriented Development believes that man can manipulate the interaction of these three components to improve crop yield and soil as alternative to the chemnical fertilizer. Elements of these agroforestry practices have been carried out in farmers farms.

(i) **Alley Farming**

In this eco-farming, farmers alternate the growing of crop rows with

that of leguminuous trees in the same plot of land within one growing season. This has helped crop yields and improved soil fertility.

(ii) **Beekeeping and Beewax Processing**

Farmers are encouraged to engage in honey production and to also ensure the beewax processing both of which are in high demand for medicinal and other industrial purposes.

(iii) **Tree Nurseries**

Communities have been able to see the need to embark on variety of tree nurseries in order to meet both the economic needs and also the need to protect the environment from further deforestation and desert enchroachment.

(iv) **Wood lot**

Communities used pieces of land considered not useful for crop production to raise trees for a variety of purposes. The trees are used in forms of poles, firewood for cash and other household needs/energy requirements. This has also helped protect the environment from hardzards such as soil erosion and infertility.

(V) **Orchard**

Farmers in the Kwara, Kogi and Niger districts of the Church have seen the need to establish and to expand existing orchands in order to improve their economic base and for family consumption.

5.0 3.2.2 Construction Projects

(i) **Energy Saving Stove**

Rural communities especially in the Northern part of the country have embarked on construction of firewood saving stoves in order to help reduce the long distance treks by women and children in search of firewood which also help control deforestation. This energy saving device is constructed purely by using local mud, clay or and concrete mixture base on the principles of the three traditional cooking stoves.

(ii) **Bridge/Culvet**

For the ease of conveying farm produce to the market rural communities embark on construction of bridges and culvets. These kind of projects have also helped to link one community to another. Where these projects have been undertaken communities used local materials for bridges and mould in many instances concrete rings for the building of culvets across streams.

(iii) **Schools**

Many rural communities have seen the need to embark on the construction of nursery-primary schools for their children through communal efforts. In most cases adult education teachers are used when available to start the schools. In Ikara area of Kaduna State People Oriented Development of ECWA assisted in the coaching of these

teachers at the begining of these communal programme. A number of these schools have been recognised by the local government.

(iv) **Roads**

People Oriented Development of ECWA has also encouraged communities in the area of road construction where a number of communities have upgraded their roads and also linked some up with their neighbouring communities. This activity has a direct link with the marketing of their farm produce.

5.0.3.2.3 **Preventive Health Projects**

(i) **Ventilated Improved Pit Latrines**

People Oriented is encouraging proper faecal disposal through the training of voluntary health workers wherever health needs have been identified by community. Most of these trained volunteers have also been trained on the construction and use of ventilated improved pit latrines. This has helped reduce the incidence of diseases such as cholerra and diarrhea ('97 evaluation report).

(ii) **Concrete Lined Wells**

Here project implimentation committees have been trained on the digging and construction of concrete lined wells where communities have identified the need for adequate water supply both in terms of quality and quantity. The result of these trainings have been the construction of

concrete lined wells in many communities. This has helped reduce also the incidence of waterborne diseases in the communities such as typhoid. The use of locally available resources such as labour, gravels, sand and water with only cement as the external input have encouraged many communities to sink concrete lined wells - which has helped control the problem of collapsing and caving of locally dug wells.

(iii) **AIDS Awareness**

In view of the great danger posed by this disease, People Oriented Development of ECWA has been involved in awakening the rural communities of the existence of this killer disease and the need for adequate precaution by all community members.

The GRAAP method used in the community awakening has incorporated the awareness needed - who, when and how a healthy person can be contacted by the disease.

(iv) **Nutrition**

People Oriented Development of ECWA at voluntary health workers training incorporate practical demonstration's including demonstrations on weaning diet to encourage communities improve their eating habits.

(v) **Voluntary Heatlh Workers**

This is a training programme undertaken by People Oriented in

communities where health needs have been identified. Volunteers selected by their respective communities are given some basic preventive health care trainings in different phases. The initial training covers topics such as the prevention of transmitted infections diseases, promoting healthy environment, malaria and its prevention diarrhoea and its prevention practical demonstration on preparing a nutruitious weaning diet etc.

The purpose of these trainings is to enable the communities through the volunteer improve the sanitation of their respective communities. All these trainings are centrally localised with visits to assess health problems in the participating communities.

(vi) **Traditional Birth Attendance**

People Oriented has also responded to this need in communities by training women representatives from the communities so as to enable these women improve their services in their respective communities.

5.03.2.4 INCOME GENERATING ACTIVITIES

(i) **Co-operatives and Marketing**

People Oriented is promoting activities of cooperative groups especially among women in all the states being covered by the programme. The activities ranges from associations to multi-purpose cooperative societies. These organised groups received training skills

from People Oriented ranging from soap making, pomade making, tie and dye to produce and sell in groups. Money is generated in most of these groups from individual levies and contributions. At times money is generated for the group through communal work. This group efforts have helped women groups such as the Irewole women co-operative at Ejuku in Kogi State, Women Fellowship group at Odu-Eku in Kwara state, Yshi, Dass, Burak and Bakasi in Gombe State, Women in Agriculture Group at Egbe in Kogi State, etc. These activities among the groups have helped improve the economic base of members through generating of income for members which also serve as sources of credits. Members can borrow money from the central purse. These efforts have helped to address poverty by providing some income on continuous basis.

5.05 SELECTION OF COMMUNITIES

Communities are selected for People Oriented Development work by a District Church Council Committee. The communities selected are usually found to be within a given distance (50 km) of homogenous clusters. The District Community Development Officer works in these selected communities (usually 12 in number) by visiting each at least once a month. The purpose of the Community Development Officer's visit is always to conduct meetings with all the community members through which he/she enables them carry out their development activities

using locally available resources. The clusters of homogeneous communities enable the community Development Officer carry out effective facilitation of the development process.

The major criteria used for selecting these communities are poverty, underpreviledged remoteness of the area and the willingness of the chosen community to go into partnership with People Oriented Development of ECWA.

5.04 STRATEGIES USED FOR COMMUNITY PARTICIPATION

There are animation methods currently being used by People Oriented Development of ECWA:

(i) **Participatory Learning and Action, PLA.**

(ii) 'Group de Recharche et d'Appui Pour L'Autopromotion Paysamne' ,GRAAP

(iii) Learner's Centred, Problem Posing, Self-Discovery Action Oriented, - LePSA.

(iv) People Oriented Development Animation Technique, PAT derived from the method called Appreciative Inquiry (AI).

The participatory learning and action tool provides the attitudinal and behavioural change needed by staff during community entry, while the other tools are more of the decision-making on community self-help action on identified needs. At the moment, the project chosen by

community in response to a particular need is often dependent on the community members themselves. The participatory animation methods serve as tools for valueing people, their capability and potentials in mobilising locally available resources (human, capital and material) towards self-help programmes.

GRAAP has incorporated the action needed - who, how and when the intended programme (project) will be implimented, completed and evaluated. Most of the implimentations have been the function of the village development committees especially when they have acquired the necessary skills from the People Oriented Development of ECWA training programmes.

5.O.6 APPRAISAL OF THE DEVELOPMENT STRATEGIES OF PEOPLE ORIENTED DEVELOPMENT OF ECWA

People Oriented Development of ECWA has adopted the following development strategies:

(i) The use of animators as change agents in the various communities.

(ii) Valuing people as subject of their own development.

(iii) Working in clusters onf homogeneous communities for efficient facilitation.

(iv) Participatory development management.

(v) Functional Community Development Committees.

(vi) Positive approach to community based development to emphasis appreciation of People's Potential, Culture and possibilities.

(vii) Viable networking to influence societal transformation.

The appraisal of these strategies will be in the following areas:

(i) Cost-saving

(ii) Improving standard of living of the target group

(iii) Wider coverage/sustainability

(iv) Societal transformation

(v) Development mandate

(i) **Cost-Saving**

The total cost of project undertaken by community could be very high.People Oriented Development by focusing on people and participation has enabled the various communities to mobilise locally available resources towards meeting their own identified needs. For example, concrete lined wells which are usually contracted out by local government at exurbitant amounts are completed at half or less the amount when the people are involved using the locally available resources. The cluster nature of the communities have also encouraged easy facilitation of the development process through community networking. Training skills also imparted to project implimentation

committee have helped to ensure sustainable water supply in communities through proper maintainance and at the same time creating jobs for the trained people.

(ii) **Improvement in the Standard of Living**

Impartation of training skills enable communities improve and appreciate the management of completed projects and also taken of further initiatives towards meeting their own felt needs continuously. The formation of cooperative societies to produce and market items like pomade, soap, tie and dye generate some income to group members which enable needs to be met without necessarily waiting for a market day. The sustainance of these groups have helped to improve the standard of living of members through impartation of skills.

(iii) **Coverage**

The impartation of skills through trainings has enable many communities to carry out development activities simultaneously on their own and the programme to be beneficial to many.

(iv) **Sustainability**

Formation of cooperative groups to produce and market items like pomade, soap, tie and dye, farm poroduce etc, generate some income to members enabling them meet their needs. This has the effect of sustaining the groups economically.

(v) **Societal Transformation**

The emphasis on appreciating people's potential, culture and possibilities has helped trannsform many rural communities. This is because people value more what they can do by themselves in their own context.

(vi) **Development Mandate**

Peooiple Oriented has a mandate of demonstrating God's Love to mankind begining with Community Based Development. One can say that this mandate is being achieved through promoting sustainable wholistic development activities through effective animation and capacity building by focussing on the people and ensuring their full participation in their developmental activities.

5.07 THE COMMUNITY PROJECTS APPRAISAL

5.7.1 Construction Projects

In 1997, the end term evaluation report revealed that many concrete lined wells have been constructed. All members of community including women are usually directly involved. In addition to the Community Development committees local well-diggers have also been trained in many areas. The technical standard of well construction is variable. In general, they are of a higher standard than local/government wells.

The 1997 external participatory evaluation report also showed that a range of 60-97% of construction projects such as bridges, concrete lined wells culvets schools and roads were completed between 1995-1997. There are however still a number of problems associated with well construction such as hitting rock, sitting and caving. Traditional methods of siting wells are being employed in many communities while in some instances hydrological equipment acquired by People Oriented Development of ECWA is used.

On improving roads and construction of bridges, Community Development Officers are found to be involved which is a direct outcome of the felt need of community.

5.7.2 HEALTH PROJECTS

The Community Development Officers have had basic training in community-based health care, while a good number of Voluntary Health Workers (VHWS) have also been trained. The trainings received in 1993 (evaluation report) seemed to have had effect in most of the communities as messages on health tends to spread easier among women especially the organised women fellowship groups.

In 1993, it was also recognised that a reasonable gender balance in most communities is realised. Out of 175 Voluntary Health Workers from 75 villages 70(40%) were women ('93 report).

In 1997, it was found that People Oriented Development of ECWA has had direct impact in the area of environmental sanitation which include building of Ventilated Improved Pit Latrines (VIP Latrines) Oral rehydration Therapy , AIDS awareness and change in behaviour. Some improvement in nutrition resulting from the use of citrus fruits, vegetable, soya-beans and groundnuts in weaning foods, and acquisition of portable water, water filteration and boilding which have reduced the incidence of water borne diseases.

5.07.3 Agriculture

People Orineted Development of ECWA has been learning and promoting the concept of eco-farming. Different approaches of interaction with communities have been involved through dialogue with farmers to enhance creativity and tapping of local knowledge on sustainable farming. Emphasis on village tree nurseries have also been laid by assisting different community groups to start their nurseries. Through this process some communities and individuals have started and some expanded their orchards.

5.O.7.4 INCOME GENERATING AND MARKETING ACTIVITIES

It was found in the 1997 evaluation that a number of income generating activities have been started through micro-savings and credit schemes without any specific approach in promoting such activities in the

communities. A number of roads have been improved so that farm produce can be marketed, while the income generating activities of women are handicrafts such as dyeing of clothes, soap making and pomade making. However, the cost of the raw material keep increasing so that some of the activities are becoming unprofitable. Efforts have been made by various co-operative groups in the communities to diversify their production and marketing activities so as to make them more sustainable.

5.O.7.5 People Design

The types of projects being undertaken by People Oriented Development of ECWA showed the diversity of the projects to suit community needs. Most communities exhibited creativity in the design of their projects such as wells and ventilated improved pit latrines.

5.O.7.6 Sustainability of Projects

The 1997 evaluation team found that 80% of all projects embarked upon by communities from 1995-1997 were completed. There have been Community Development Committee per village, with a project implimentation committee per project. The degree of project maintenance varies. While some are maintained very conscientiously by their owners, others are not being properly maintained. The individually owned projects such as family-based ventilated improved pit latrines are

generally better maintained than most community owned ones. There is also indication of the fact that during the raining season farmers are two busy on their farms to take proper care of their projects.

Community needs being met by People Oriented Programme of ECWA

Project types	No. of Respondents	Percent of total persons that responded
Water and sanitation	18	26
Health	18	26
Agriculture	17	24
Income generating	17	24
Total	70	

Source: Field Survey

5.07.7 IMPACT OF PEOPLE ORIENTED DEVELOPMENT OF ECWA PROGRAMME ON THE COMMUNITIES

It was found by the 1997 evaluation team that People Oriented Development of ECWA has had influence in the life of communities in the area of agriculture, water and sanitation, income generating activities and

care for the evironment. This has been carried out through adopted community based development strategies with focus on the People's participation and the process of development.

The Community Development Officers have been able to mobilise the communities in their various districts to undertake community self-help projects. In some communities women formed groups are ECWA women that have been united already as fellowship groups. In most of these groups some productive skills in soap making, pomade, tie and dye have been imparted though without much income generating effect. Women and children have had some positive spin-off effects as the provision of water through wells have given them more time to spend on productive business. Trained youngmen on well digging/construction during the dry season are involved in commercial well digging in some communities.

5.08 ECONOMIC BENEFITS (VALUE) OF COMMUNITY PROJECTS

In undertaking projects such as roads markets, cooperative stores, economic motives are usually the overriding factors but this becomes a secondary consideration in the building of schools, health centres, cultural centres, churches and town halls.

The economic benefits and value are determined by the type of projects carried out. Ordinarily the economic values of projects are

subsumed. Roads and bridges have high economic relevance for the local people because these are directly related to the marketability of their agricultural produce.

Community benefit derived from partnership with People Oriented Development of ECWA

Type of Benefit	No. of Respondents	Percent of total people that responded
Improving quality of life	19	35
Impartation of skills	17	31
Increase awareness	18	35
Total	54	

Source: Field Survey

This result shows that as the awareness is created people would like to acquire skills that will help them improve their quality of life. Lele(1975) defined rural development as a means of improving the living standards of the mass of the low-income population residing in the rural areas and making the process of their development self-sustaining.

For quite some times the perception of the term development was (Initially) perceived as economic growth. The conception that

emphasised a rapid and sustained rise in real per capital output and a shift in technological, economic and demographic charáteristics of society. Many developing countries, increased production and many achieved higher saving capacity but the living conditions of the people did not improve to any appreciable degree. To establish this fact Nigeria's economic development since the discovery of and exploration of crude oil had grown, but the nation had not developed (Idakwo, 1982).

Community value of projects also depends on other factors:-

(i) **Prestige**

This factor is crucial for the generation of local level projects. Communities associate development with the existence of certain facilities in their localities.

(ii) **Competition**

In many communities, the government have hitherto been seen as a body existing to provide services and not one which exists to mobilise them to change or improve on their own productive organisation or technology.

Increasing awareness by the communities that the government cannot extend services - simultaneously to all areas has meant that they rely on their abilities to provide same. Communities approach this in a competitive style. This factor, a motivation for development efforts

springs from the competitive spirit between village development committees. This type of competition has led to accelerated development efforts as revealed in some rural communities in Kano, Katsina and Kaduna States respectively (Field observation).

(iii) **Financial Incentives**

Financial aids in the form of grants become crucial in community projects when the projects encounter resource difficulties.

Sponteaneous voluntary communal projects rely heavily on internally generated financial and material resources, more especially from indigeneous 'big shots' where they are available. Some of these class of 'big men' sometimes pull external resources by way of inducing donations from their 'peers' from other communities. At times donations of this nature which are usually launched with much fanfare have interior motives, that of gaining access to the rural population especially in times of political activities. Donations therefore require reciprocal responses from the local people in forms of vote.

The factor of available financial resources is handled by Community Development Committees who in a participatory manner decide on the mode of raising funds for the execution of a particular project (fied interview) as measures of institutional planning of the rural environment.

This helps to raise not only the income levels of the people but help "to foster industrial development" manage new economic enterprises, raise agricultural output, develop natural resources, improve the education system and achieve other development goals.

(iv) **Leadership**

Effective leadership provided by the Community Development Committee(CDC) constituted by members of the community themselves in collaboration with village leaders (Clan Head, Chief, Pastor or Immam) is the pivot on which local development efforts revolves. Such leadership is devoted since they are voluntarily elected people of impeacable character. Those who are respected by most people and supported by members of the community.

(v) **Labour**

Availability of voluntary communal labour is a major component of the factor of leadership. It is directly related to the ability of the leadership to manipulate the local organisational systems, appeal to and stimulate the competitive stimulus of the group and raise their interest to 'develop' their community.

5.09 STRATEGIES FOR THE OPERATIONAL SUCCESS OF THE INTERGRATED APPROACH IN PEOPLE ORIENTED DEVELOPMENT OF ECWA

At all levels staff have been trained on all aspects of their work through workshops and learning tours organised both internally and externally. This seems to form the basis for People Oriented Development approach towards meeting the need of the total man as all human needs are integrated. The integrated approach appears to be understood and practiced by all staff at all levels and People Oriented Development is making positive impact in the communities spiritually, economically, socially and physically. Gender balance is being encouraged in all the programmes of People Oriented Developmen t oif ECWA. The training of staff at all levels on the intergrated approach enables People Oriented Development to empower the staff and use them as change agents in the communinties.

5.09.1 Credibility of People Oriented Development of ECWA

The management team involves other staff in decision making which is in line with its philosophy of participation. In adition to this, two representative of Community Development Officers are on annual basis nominated to represent field staff on the board.

Community Development Officers enter communities through opinion/church leaders for animation. In line with community based Principles Community Development Officers enable communities to identify their needs in order to enable them solve their problems.

5.09.2 Staff Recruitment and Training

Staff are recruited with different academic backgrounds through the various districts of the church and subjected to training workshops based on the philosophy of the programme on the principles of adult learning style. In all of the trainings staff learn mostly by doing so as to acquire the necessary skills. There is also a training officer in agroforestry, construction and health respectively which are the major components of the programme. There is also a health promoter in the different zones.

The training needs Community Development Officers have also been determined by the development of a training curriculum while formal trainings for staff are being encouraged on both short and long term.

5.09.3 Target Group Trainings

People Oriented Development of ECWA has developed a training curriculum for the target group. The trainings cover areas such as voluntary health work, Community Development Committees, community net working, resources management, and participatory evaluation.

Ad hoc training have also taken place in other areas such as well-digging and ventilated improved Pit Latrines

5.10 TESTING OF HYPOTHESIS AND THE RESULT

The null hypothesis to be tested in this study is "the prevailing extension of the concept of Western Orientation which sees development and traditionalism as mutually exclusive is not sustainable rural development".

During the period under review, the organisation started to learn from the target group instead of depending on the externally packaged technological innovations through the diffusion model which was clear and practically not working (due to currency devaluation) on the field from which almost all staff received their training. In other words, before this time People Oriented Development of ECWA (then rural development) instead of having impact in subsidising new innovations to the target group, the situation was becoming increasingly difficult as target group was no longer the underprevilege rural populace who were surposed to be beneficiaries of such services.

Communities needs met from 1993-1997

Agroforestry completed projects. (Agriculture)	Total Initial Projects	Completed	Percent of total
Alley farming	14	13	93
Beekeeping	53	53	100

Orchard	49	48	98
Tree nursery	10	9	90
Wood lot	58	54	93
Construction Projects			
Energy saving store	113	110	97
Bridge/Culvert	5	3	60
School	8	5	71
Road	5	4	80
Preventive Health			
Ventilated Improved			
Pit Latrines	280	158	56
Concrete lined wells	169	86	51
AIDS awareness	91	91	100
Voluntary Health Workers	292	288	97
Traditional Birth Attendan	20	20	100
Income Generating Activities			
Cooperatives and marketing	9	9	100
Snail keeping	4	4	100
Pomade making	5	5	100
Soap making	73	54	74
Tie and dye	14	12	92

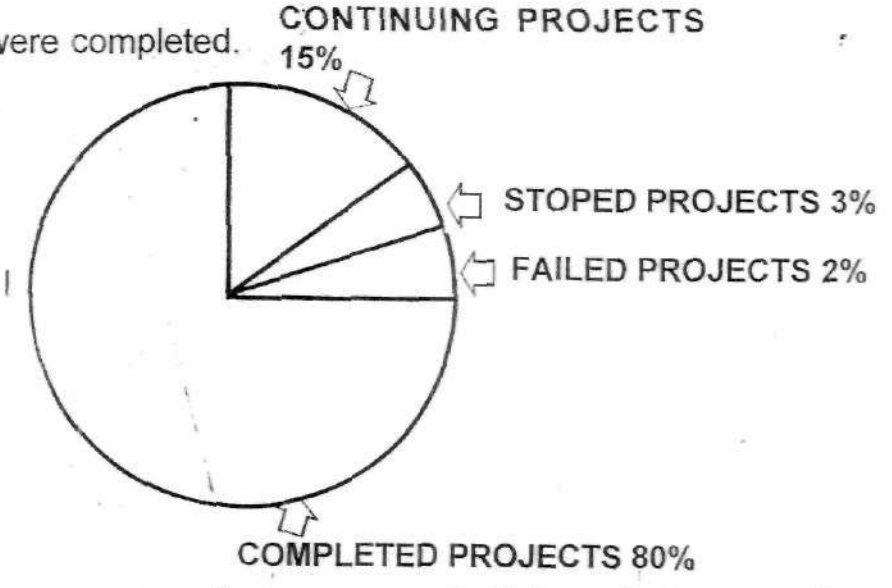
Source: **1997 Participatory Evaluation Report (External)**

These results showed that the organisation was able to facilitate the process of meeting the needs of the underpreviledged people in

various rural communities in Nigeria by providing the atmosphere within which the rural populace could meet those needs by themselves.

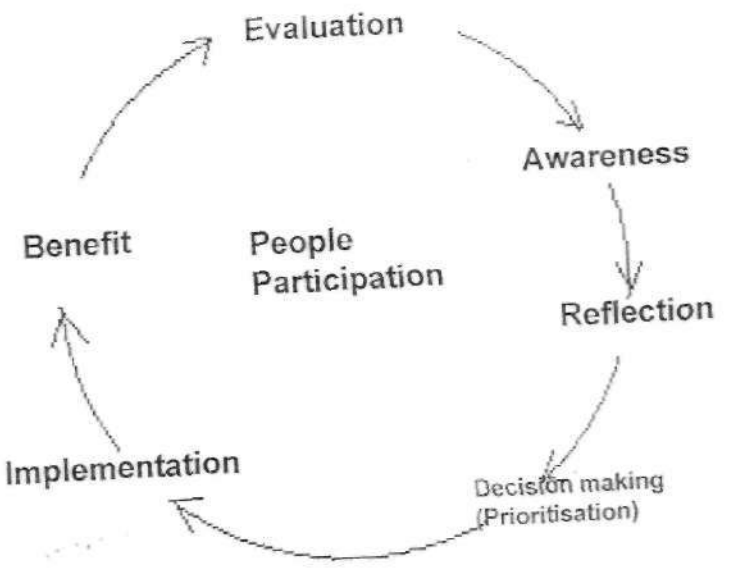
The data also clearly showed that this level of achievement was attained with the use of locally available resources (capital, human and material) because the right atmosphere was provided for realising their potentials. This was made possible through effective participation of the communities in the development process which is a critical issue to consider in the attainment of improved standards of living of the rural poor. This supports the null hypothesis that rural community development cannot be externally packaged and imposed from outside through the concept of western orientation because it is not sustainable.

The projects undertaken by the various communities, (1995-1997) 80% were completed.



By increasing the effectiveness and efficiency in the operation of People Orineted Development of ECWA, it will mean that communities will be

further enhanced in their scope of doing things thereby improving their quiality of life through mass participation. Thus for community to realise their potentials it has to participate in decision making, implimentation benefits and evaluation - as can be further illustrate below:



Joint learning circle

5.11 SUMMARY OF FINDINGS

The term "Community Development" either urban or rural has been used for many years, yet development experts have not been able to agree on any specific use of the concept.

There have been many approaches to Community Development but no concensus of opinion on the meaning and scope in the designing and implimenting rural Community Development Programmes. However, the significance of rural development to national development today is

undisputable among both academicians and policy makers.

Different Models have been explained and used in the development of both urban and rural areas which have been centred mostly on inputs and adoption of technological innovations for rapid economic growth.

The success of any rural development porogramme essentially depends on the strategy adopted. The programme will be meaningful and effective only if issues such as the interest and willingness of the community, thie process, education, growth stimulating institutions and rural sociology are taken seriously.

The formation of the learning organisation by ECWA was neccessitated by the failure of the Diffusion theory to practically work on the field. This helped to involve the people in their development activities thereby meeting their basic needs in relation to their peculiar circumstances.

ECWA has a strong belief in the work of charity and social improvement of other people through medical, education and agricultural or industrial services. This is done in addition to preaching in order to maintain a strong body of Christ's followers and to promote moral and physical development of our nation through the various agencies in the church. To a large extend ECWA Ministries are viewed and seen by some people as means of livelihood contrary to the initial view and

motive of establishing them.

Rural development - has been affected by factors such as ecological, economic, cultural, political, technoligical and community participation.

ECWA in her partnership among the communities had ensured functional community organisations through creating awareness, group empowerment and institutional capacity building. The types of projects undertaken by People Oriented Development of ECWA are those that communities have identified to be of priority and that have helped to improve their situation using locally available resources with little or no external support.

The selection of communities in homogenous clusters enable easy facilitation of the process of development. The animation methods used have also encouraged community participation and empowerment.

Animators are used as change agents in the communities, people are valued as subjects of their own development, district work is carried out in clusters of homogenous communities for efficient facilitation, management by participation formation of functional community development committees, adopted a positive approach to community based development by emphasising appreciation of people's potential culture and possibilities and viable networking to influence societal

transformation. All these formed the major strategies employed in the activities of People Oriented Development of ECWA.

The projects being undertaken by the communities are centered on construction, agriculture, preventive health, and income generating and marketing activities. A lot of skills have been imparted to a number of these community members through training.

Communities undertake projects that meet their needs not only for the economic value alone but for prestige, competition, incentive gotten financially, availability of labour and due to motivation by effective leadership provided by the elected members of the community. The economic value of project carried out is determined by the type of project. Ordinarily the economic value of projects are subsumed. Roads and bridges have high economic relevance for the local people because of their direct relationship to the marketability of their agricultural produce.

ECWA has attached high importance in institution development, animation capacity, community organisation and training in wholistic networking. This training has been carried out at all level of staff through workshops and learning tours organised both internally and externally. People Oriented Development is effective in the use of locally available resources (capital human and material).

CHAPTER SIX

CONCLUSION AND RECOMMENDATIONS

6.1 CONCLUSIONS

There have been a long perception of the term "development" as economic growth emphazising only in rise in real per capital output and a shift in technological, economic and demographic characteristics of society which was externally imposed on the African Society along with the decolonisation and capitalism. Chepkway L.(1994) observed that if we look at human communities as communities that have bonds, that grow, that interact, then development is as old as human beings. The imposition of the theoritical concept of development according to her is Western which started with the decolonisation process of Africa. That in the independent African society, there were indigenous processes and institutions such as the West African empires that actually allowed Africa to survive for a long time. And there were three major resources that have been mobilised in every community in Africa for governing and for social transformation and all the institutions have envolved from them. These resources are land, labour and cattle which access, ownership and control were organised through the community. The entry point of control, access, reproduction and distribution of those resources is community.

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All these community bonds, interaction and growth were typical of African and obviously the emergence of a welfare state.

The lack of consensus of opinion on the meaning and scope in the designing and implimentation of rural development approaches have been due to the fact that academicians and policy makers have not considered the participation of rural dwellers important. The rural populace are usually considered as people who are not knowledgeable and rational, capable of addressing their own situation even though rural development is still being considered significant to national development.

Among the several models so far used in development the bottom up model has been given little or no attention because of the general belief that the rural communities are not knowledgeable and that they only need help through external packages of innovations.

The necessity that led to the establishment of the learning organisation was an invention. This clearly demonstrated the popular adadge that says "neccessity is the model of invention."

Planners hardly talk of People when the money is there, they will rather talk of projects. ECWA could not talk of agriculture inputs in the mist of currency devaluation and economic hardship.

ECWA as a denomination has been playing an important role in the economic development of Nigeria.

This has been demonstrated by her committment to rural commmunity based development where as high as 80% of the Nigerian population lives. The present approach adopted which attaches values to mutual care and sharing can be considered as one of the most precious values in the African community. The encouragement of individual effort through contracting out community project work has made sharing more difficult.

The changed and redefination of SIM/ECWA Ministries in terms of our socio-political and socio-economic life have resulted in the loss of the vision, goal and objectives of the founding fathers among many ECWA staff and officers.

The factors affecting rural development have been generalised. Specifically, these factors vary firm region to region and within a region from zone to zone depending on resources.

If people are to be able to develop they must have power. They must be able to control their own activities within the frame work of their village communities. So partnership among the rural communities that ensures functional communitiy organisations through capacity building is crucial in realising people's potentials.

The type of projects found in this study are those that resources are locally available. Mass participation capacity building and strengthening of the existing institutions to recognise and use them has

been lacking.

The rural community development strategies invented by People Oriented Development of ECWA are working because they are more of a response to community needs making them practically relevant to meeting needs in the communities. In order words the bottom up approach has enhanced the application of the 'top down' ideas in community development.

The skills imparted to the target group will enable them improve their standard of living through income generating activities, sustainable agricultural production, preventive health care and construction activities. These projects will meet community needs and their quality of life depending on the economic value of their self-help projects.

6.2 RECOMMENDATIONS

1 Government and other development agencies should not see development as an economic growth with emphasis only in the rise per capital output and a shift in technological, economic and demorgraphic characteristics of society but rather development should be seen as people and participation in harnassing local resources and knowledge in partnership with rural communities.

2 Rural community dwellers should be seen and regarded as knowledgeable and rational of the issues that concern them and

the environment. Involving the rural dwellers will enable a consensus on the meaning and scope of designing and implimenting to be possible. This will help enhance the significant of this programme to national development.

3 Government and other development agencies should consider the 'bottom up model' in their rural community development programmes. As Korten (1980) rightly observed that successful organisations were learning organisations which started out as small, were designed around felt needs by local people and utilised locally tested technologies. What is lacking (IDAKWO 1982) in the rural areas is not so much investment in capital or technical skills or the lack of transport network but "the ability to muster and mobilise the community to make full use of the capital resources available to it". The mobilisation of the rural communities should constitute the most critical factor in creating a social framework for development. It should be crucial because it does not focus only on the 'delivery' of services but also on the expectation of the responsive behaviour from the beneficiaries of the services delivered. This if taken seriously will ensure the real and active participation in the development effort.

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4. Rural development planners should not see availability of financial resources as the answer to rural development programmes. It is very necessary to spend time on developing strategies with focus on the people and knowledge. The involvement of the people will bring ideas and the money will come along with the ideas. These ideas are not the monopoly of academicians or policy makers alone, rural dwellers are also rational and knwolegeable about issues that affect them and their environment.

5. The Federal government of Nigeria should undertake a survey of non-governmnental organizations committed to grassroot development with the view of providing financial support and encouragement. This is because many non-government organisations are on the right path in rural development but are financially handicapped in keeping to the cost of running their programmes.

6. ECWA should continue to re-define its SIM/ECWA goals and vision to again emphasis not only the socio-political and socio-economic life but more of the vision and goal of the founding fathers which seemed to have been loss in the quest of viewing ECWA Ministries as means of livelihood.

7. Factors affecting rural development should not be generalised. Specific issues affecting the process can easily be related to regions. These factors should be identified, studied and the people in those areas be involved and empowered in order to carry on with the developmental activities. This will also enable them to control their activities within the framework of their village communities. This should be a kind of partnership that will ensure functional community organisations. Agencies involved in rural community development should identify and strengthen existing institutions and knowledge to recognise locally available resources and knowledge and use them.

8. Government and development agencies should know that the 'top down' ideas and the 'bottom up' ideas need to go together for a meaningful and sustainable rural community development. Rural people have ideas of their own, they should not be made to think as if they don't know anything. At every stage of development people do know what their basic needs are. And just as they will produce their own food if they have land, so also if they have sufficient freedom they can be relied upon to determine their own priorities of development and then to work for them. Both political and economic power has to be held by the people within the village, in the region and in the nation if development is to be

in the people's interests.

9.Developmnent is people, existing communities have already some degree development going on, the animation being undertaken by People Oriented Development of ECWA should be seen as the start of cooperation between community and ECWA which will have People Oriented Development joining and already existing community development process and supporting it in being more dynamic and multi-dimensional. With this the organisation will be joining the process for strategic input. This should be determined during community entry using the participatory learning and action tool (PLA). This in my view will help define an aspect of sustainability input into community organisations which will also enable People Oriented Development enter communities and also determine when to leave.

10. ECWA should think of internalising its philosophy of self-reliance by making some of the services as a cost to at least some of the communities who can afford. The communities should be categorised and the cost of services provided be studied. The work of animation being carried out by all the community development officers is very crucial in facilitating the process of community development. Therefore a minimum entry qualification into the programme should be considered in addition to the on the job training. This in my opinion will enable the employee

value the job more and his/her inherent capabilities.

11. As People Oriented Development progresses in learning as an organization attention should be focussed more on learning to be efficient for any meaningful expansion.

12. ECWA should ensure that basic community development problems are avoided by insisting on community participation in siting projects so as not to deprive some sections of any community sense of ownership. Efforts should also be made to appreciate community members contribution in form of either cash or professional expertise.

13. Government should be aware of development 'inhibitors' in rural community development by not just pumping money into it. If government must undertake rural community development let there be a team comprising finance agricultural, health and social welfare personnel to undertake community need assessment among communities. The informations obtained can then assist government in supporting agencies involoved and committed to grassroot development work.

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QUESTIONNAIRE "A" ORGANISATION AND ADMINISTRATION

1. How did People Oriented Development of ECWA come about the Choice of Community Based approach to development?

   (a) Conducting workshops to field staff ☐

   (b) Re-orientation of field staff in the face of difficulty ☐

   (c) Community development principles ☐

   (d) Consultation with other Non Governmental Organizations ☐

2. What specific approach is People Oriented Development using?

   (a) The learning approach ☐

   (b) The diffusion theory model ☐

   (c) The input intensive model ☐

   (d) The teaching method to development ☐

3. How are the target communities enabled to identify their felt needs?

   (a) Through consultation ☐

   (b) Through Radio/Television ☐

   (c) Awakening by the field staff ☐

   (d) Collaboration with People Oriented Development staff ☐

4. What is the main focus of People Oriented Development of ECWA?

   (a) Project ☐

   (b) People and participation ☐

(c) Co-operation of government ☐

(d) Net working ☐

(e) Preaching land teaching ☐

5. How are decisions made at the community level?

(a) Community leaders ☐

(b) Participation ☐

(c) Community advisers ☐

(d) Social welfare department ☐

(e) Other (specify) .....

6. What are the various strategies employed by People Oriented Development for empowering the target group?

(a)----------

(b)----------

(c)----------

(d)----------

(e)----------

(g)----------

(h)----------

7. (a) Is the integrated approach to rural community development accepted and implemented by all staff? Yes/No.

(b) If no Why?----------

---

8. What can you say is the major strength of People Oriented Development?

(a) Campaign ☐ (b) Animation ☐

(c) Counselling ☐ (d) Other (specify)

9. What is the coverage of People Oriented Development work so far?

(a) 5-10 states ☐ (b) 11-15 states ☐

(c) 16-20 states ☐ (d) 21-25 states ☐

(e) 26-30 states ☐ (f) Other .....

10. Are there criteria for selecting the key staff? Yes/No

If yes, what are they?

---

11. How are the Communities chosen for People Oriented Development programmes?

(a) The Church District Committee ☐

(b) Local Government Committee ☐

(c) Church elders ☐

(d) Local Survey by People Oriented Development ☐

12. How does a community embark on subsequent activities after having achieved the People Oriented Development facilitator Project?

(a) Assistance given by People Oriented Developoment ☐

(b) Success of previous activities that met their need ☐

(c) Advice by People Oriented Development ☐

(d) Government assistance ☐

13. (a) Do your communities have particular preference in terms of the projects they go into? Yes/No.

(b) If Yes, which ones: .....

.....

14. What categories of people are being reached by People Oriented Development programmes?

(a) Both rich and poor communities ☐

(b) Underpreviledged communities☐

(c) Accessible villages by government ☐

(d) Other (specify):.....

.....

15. How does staff capacitation take place in People Oriented Development?

(a) Re-orientation on the job training ☐

(b) Formal training of field staff ☐

(c) Training of field staff by development experts ☐

(d) Other (specify): .....

.....

16. What is the strategy of People Oriented Development towards maintaining sustainability of the programme?

(a) Non Governmental Organizations Networking ☐

(b) Liasing with other Non Governmental Organizations ☐

(c) Partnership with funding agencies ☐

(d) Other (specify):.....

.....

17. In which areas do communities receive training from People Oriented Development?

(a) Self-help projects ☐

(b) Community networking ☐

(c) Communal action ☐

(d) Other (specify):.....

18. What community needs are being made through People Oriented Development work?

(a) Water and sanitation ☐

(b) Health ☐

(c) Agriculture ☐

(d) Income generating activities ☐

(e) a. to d.

19. How has People Oriented Development been able to provide Important attitudinal skills and participatory decision making to its field staff?

(a) Through formal training ☐

(b) Through training on adult learning styles ☐

(c) Collaboration with other NGOs ☐

(d) Others (specify): .....

.....

20. What are the problems facing People Oriented Development?.....

.....

.....

QUESTIONNAIRE "B" COMMUNITY ORGANISING AND PROJECT ACTION

NAME OF COMMUNITY: .....

STATE :----------

LOCALGOVERNMENT:----------

1. What is your understanding of the role of People Oriented Development?

   (a) Community adviser ☐

   (b) Project initiator ☐

   (c) Community animator ☐

   (d) Others (specify): .....

   .....

2. Are these other agencies involve in something similar to what People Oriented Development is doing that you know? Yes/No

   If Yes, which are they? .....

   .....

3. Who defines needs in your community?

   (a) Local government official ☐

   (b) Community leaders ☐

   (c) The Church ☐

   (d) The community members themselves ☐

(e) Others (specify) .....

.....

4. Do you receive any training from People Oriented Development? Yes/No

If yes, how were those people selected?: .....

.....

.....

5. If you have received any training from People Oriented Development what have these training(s) enabled you to do in your community?

(a) Embarked on self-help project ☐

(b) Visit the local government headquarters ☐

(c) Aware of your rights ☐

(d) Others (specify) .....

6. Are there projects you have embarked upon as a community through partnership with People Oriented Development? Yes/No

If yes, which are they?

List:.....

.....

7. How were the projects initiation?

(a) Consulting ☐

(b) Dialogue ☐

(c) Training ☐

(d) Community participation ☐

8. Who monitors completed project in your community

(a) Local government official ☐

(b) Community leaders ☐

(c) People Oriented Development ☐

(d) Community themselves ☐

(e) Others (specify): .....

9. How much does it cost the community through People Oriented Development initiative to complete a project like a community concrete lined well compared to that of government you know.

(a) Much less ☐

(b) Much more ☐

(c) Not comparable ☐

(d) Average ☐

10. How do you embark on subsequent community activities after having achieved a People Oriented Development facilitated Project?

(a) Serving the need ☐

(b) People Oriented Development ☐

(c) Community leaders' order ☐

(d) Others (specify).....

11. What has been the economic benefit of People Oriented Development programmes on members of the community?

(a) No benefit ☐

(b) Improving quality of life ☐

(c) Impartation of skills ☐

(d) Increase awareness ☐

(e) b to d.

12. The highest institution in your community is:

(a) Adult education ☐

(b) Nursery/Primary school ☐

(c) Secondary school ☐

(d) Others (specify) .....

13. What are the basic infrastructures in your community

(a) Schools ☐

(b) Dispensaries ☐

(c) Electricity ☐

(d) Pipe borne water ☐

(e) Accessible roads ☐

(f) Others(specify) .....

14. What is the main occupation in your community?

(a) Farming ☐

(b) Trading ☐

(c) Politics

(d) Others (specify) .....

15. What are the sources of labour in your community?

(a) Numbers of the community themselves ☐

(b) Community self-help groups ☐

(c) Local Government Labourers ☐

(d) Other (specify) .....

16. Do you use labour outside your village? Yes/No

If yes why?.....

17. Are there income generating activities in your community? Yes/No

If yes which ones:.....

.....

18. Are there difficulties facing your community Yes/No

If yes which are they:.....

.....

19. Do you have any suggestion for improvement? Yes/No

20. Suggestion(s)

(i).....

(ii).....

(iii).....