

Chapter 4

The Development of Awe Rural Areas

1. Agro-Service Centres

The fundamental principle of opticom development is the organisation of communities on a territorial basis to facilitate their effective mobilization to undertake their own development on a self-reliant basis. In planning the development of the rural areas of the Awe Opticom, a primary task is consequently to divide Aweland into a number of development areas. Each development area (DA) will comprise a number of primary production units (PPU) organised around an agro-service centre (ASC). A realistic strategy for undertaking the territorial division of Aweland into development areas is therefore to start by identifying potential agro-service centres.

In the preceding chapter, it was indicated that there are several rural periodic markets within Aweland which can serve as agro-service centre on the grounds that they already represent points of convergence and interaction among the rural population.

These seven markets are:

Ajagba	Ijado-Ajeganle
Apara	Kiyeseni
Emi-Abata	Lanite-Aiyegale
Olonje	

It is not clear that full-fledged periodic market still holds in each of these centres. There is, for instance, some uncertainty

to the continued vigour and status of Apara, Kiyeseni and Olonje as rural periodic markets. Nonetheless, because of other factors of centrality, it is proposed to retain them as agro-service centres.

Two other centres which are not known to have had any periodic markets in the past but which appear to have potential for attracting central functions are being proposed to serve as agro-service centres. These are:

Alagbon

Gudugbu/Olori

Alagbon provides an intermediate location between Ijado-Ajgunle and Lanite, especially given the apparently high density of settlements in the area. Both Gudugbu and Olori are in an area which is likely to be the frontier of development in the opticom, and it is as yet not too clear which of them offers the better location. This can be easily ascertained from discussion with people in the area.

The town of Awe itself can serve as an agro-service centre, apart from playing its more important role as a growth centre. At present, the area around the town seems devoid of much agricultural activities and of settlements. However, it must be borne in mind that as opticom development takes place, the need to devote peri-urban land to productive activities such as market-gardening for vegetables, fruits and legumes may

involve establishment of an appropriate agro-service centre in the town.

In all then, ten agro-service centres have been identified. Some of them have rural periodic markets; others have other central functions such as schools or churches or health centres. Details of these proposed agro-service centres together with their existing central functions are indicated below:

1. Awe town - Discussed in more details in the next chapter
2. Ajagba - Rural Periodic Market (Nine-day)  
Methodist Primary School  
Maternity Centre  
Church
3. Alagbon - Baptist Primary School
4. Apara
5. Emi-Abata - Rural Periodic Market (Nine-day)  
District Council Primary School  
Dispensary
6. Gudugbu/  
Olori - District Council Primary School
7. Ijado-  
Ajgunle - Rural Periodic Market (Five-day)  
Local Authority Primary School  
Church

8. Kiyaseni - Baptist Primary School
9. Lanite-Aiyekale - Rural Periodic Market (Five-day)  
Local Authority Primary School  
Community Secondary School  
Church

10. Olonje

It is of course possible that further consideration may result in a decision to reduce the number of these agro-service centres. Moreover, it may be that not all of them need to be established as such from the very beginning. At any rate, the issue of how many agro-service centres to have is one whose resolution must be guided by the real situation in the field.

If these settlements are properly to be developed into agro-service centres, then they must be provided with the following:

- (i) Development Area Office
- (ii) Agricultural Training Centre
- (iii) Seed Multiplication Farm
- (iv) Fertiliser Shed
- (v) Storage Depot
- (vi) Tractor-Unit Workshop
- (vii) General Stores

The Development Area Office (DAO) is technically the management centre for the group of PPUs that depend on the agro-service centre. It is, in essence, the nerve-centre for the activities in the development area as a whole.

Since these activities are being undertaken by the people themselves on a self-reliant basis, this office is practically a committee room where the elected representatives of the various PPUs meet to deliberate on all matters connected with the development area. It is, however, more than a committee meeting place and must have provision for at least an honorary secretary. The committee should have responsibility for monitoring the progress of production within the development area, ascertaining and helping to requisition for the needs of the constituent PPUs for farm inputs, seeing about the work programme in each PPU especially with respect to the movement and disposition of mechanical equipment amongst them, dealing with all matters connected with storage, marketing and initial processing of agricultural produce, overseeing problems of conservation planning and crop protection, and keeping up-to-date statistical and other information about productive activities within the area.

The Agricultural Training Centre comprises building accommodation set aside for the assembly of farmers to discuss various new ideas, to exchange information with local leaders, development experts, extension agents and other officials on all aspects of optimum development and to be instructed in modern farming methods. This Centre should not be set up to reflect a teacher-student relation but must be made to emphasize a seminar relation where everybody is meant to learn from everybody else.

The Seed Multiplication Farm is an important element of

the agro-service centre since it is from here that high-yielding seedlings specially suited for the area would be produced. Given the ecological conditions in the area, the idea would be to concentrate on maize and cassava production although, the cultivation of yam, new sorghum, vegetables and citrus trees would be encouraged in some areas. Foundation seed for the maize and sorghum crops will be obtained from the National Cereal Research Institute at Moor Plantation, Ibadan and the Institute for Agricultural Research at Samaru, Zaria through the National Seed Service at Ibadan. Planting materials for excellent varieties of cassava, yam and cowpeas can be obtained from the International Institute for Tropical Agriculture (IITA) or the National Root Research Institute at Umudike. Moor Plantation, Ibadan can also advise on citrus seeds.

The Fertiliser shed is, of course, designed for keeping safe, well protected deliveries of fertilisers, herbicides and insecticides for seed dressing and protection of stored grains. Such sheds will have to be constructed not only to facilitate security but also ease of sales to farmers, no doubt on a highly subsidised basis.

The Storage Depot would depend greatly on the level of productivity within the development area, the nature of marketing and processing arrangements contracted and the understanding among the farmers for dealing with individual or group storage.

The Tractor Unit Workshop is meant to provide facilities for

maintenance and repair services for tractors. The Workshop would also be concerned with drawing up work programmes based on the cropping needs of each PPU. The tractors available to the unit can either be hired from the Opticom Tractor Hiring Service or from private operators within or outside of the development area. The existence of a workshop is, in fact, to encourage PPU's to own their own tractors by providing for them nearby servicing and repair facilities, even on a part-time or periodic basis initially.

The General Stores is meant to provide the development area with some of the more technical material that modernised agricultural production may require. Such hardware goods need not dominate the stock in the stores. Various other consumer goods may find place in the stores which may with time come to be an important adjunct of the rural market.

These various functions of an agro-service centre certainly calls for some degree of construction. An important element in the development of an agro-service centre is thus the building of a simply-designed accommodation with office spaces, central meeting hall and general stores together with nearby Storage Depot, Fertiliser Shed and Tractor Unit Workshop. Such a building can be of sand-crete or bricks covered with asbestos sheets, but attention should be given to its design to ensure that it is functional, simple but not shoddy.

## 2. Development Areas

Apart from Awe town, nine development areas have been identified within the opticom. Each of these covers between 30 and 50 sq.km. or have between 3,000 and 5,000 hectares. If, as indicated in the earlier chapter, the plan is that each PPU would have at least 500 hectares of land, then on the face of it each development area would have between 6 and 10 PPUs. However, the number of PPUs in any particular development area is a function of the present population and the manner of their disposition in villages and hamlets.

At the present stage of planning the opticom, we do not have the population figures for any settlement in the area. This is not a situation unique to the opticom. It has arisen from two facts. The first is the inability of the country to conduct any realistic census of population since 1952. The second is that even the 1952 census did not present figures of population for settlements with less than 100 people but simply grouped them all together under the category "other settlements."

For these reasons, therefore, the issue of the population of each development area or of the opticom as a whole will have to await the second run of this planning exercise when the various proposals have been brought face-to-face with the reality on the ground. The expectation is that the first step in undertaking activities within each development area would be to establish the available manpower within each PPU - manpower

in this regard covering all age and sex classes of the population. It will be obvious from this consideration that the PPUs being proposed in this document can only be of a tentative character. Their number and the area they cover would have to be adjusted accordingly in the process of implementation.

The PPUs have been identified on the basis of settlements shown on a 1:50,000 map whose field survey was conducted as far back as the 1940s. Although the map is said to have been revised as recently as the 1960s, there is no indication that this involved fresh field activities. In the circumstance, it is unlikely that too much accuracy can also be attributed to the list of settlements. It should be expected that some of the settlements shown would have been deserted and even disappeared from the face of the earth. On the other hand, there may be settlements of more recent origin which have not been indicated. Again, these are details which would need to be attended to as the stage of field implementation of these proposals begin.

Against this background, we can proceed to describe each of the nine development areas within the Awe opticom.

### Ajagba Development Area

This development area totals some 34 sq.km (or 3,400 hectares) and extends for about 2 kilometres on both sides of the road running from Awe town through Ajagba to Iwo. The development area is rectangular in shape with the longer side being about 12.0km

and the width about 2.8km. Ajagba itself is towards the southern end of the area.

The area cuts across three of the four ecological units within the opticom. The northern end is part of the Hewu-Wusode unit, the middle area is Letu-Robutu while the southern part falls largely within the Nila ecological unit. The Awe-Iwo road which provides the central axis for the development area runs for most of its length in the valley of the River Oba. The relief of the development area is thus of land rising gently away from the central axis on both sides.

The road system within the area totals some 19.5km, giving a density of road to area of some 0.57km per sq.km. This density would appear adequate for the moment particularly given the fact that the depth of the development area away from the main road axis is not considerable. Most of the roads also belong to the State or Local Government system so that although they cross streams, they are adequately bridged.

Within the Ajagba Development Area, six PPUs can be identified:

<u>PPU 1A</u>	<u>PPU 1B</u>	<u>PPU 1C</u>
Igaga	Laro	Aba Olode
Onifunfun	Alapata	Ago Ajagba
Onisa	Awusan	Aigbe
Asalu	Ogundele	Olori
Konbi	Idiroko	Buku
	Olode	Ago
	Ajagba	

<u>PPU 1D</u>	<u>PPU 1E</u>	<u>PPU 1F</u>
Arowosegbe	Agbalewosa	Agboyu
Agba Iluasa	Arilewola	Labua
Alapo	Funbi Bago	Olusegun
Bago	Odebisi	Olukolu
Agbagba		

Ijado- Ajegunle Development Area

The Ijado-Ajegunle Development Area like the Ajagba Area is elongated in shape. It extends for some 9.5km in its length and is about 4.6km in width. The total area is roughly about 44 sq.km. Much of the development area is on the summit of the hill to which the western slope of the Ajagba D.A. had been rising. This hilly area at an average elevation of around 300 metres serves as a watershed from which streams flow westward towards Akinmorin and southward to join the River Oba. The summit is thus considerably dissected with the streams occupying fairly extensive valleys.

Most of the settlements are found away from the valley bottoms, generally on the slopes or the summit. This is no doubt in response to the preference of cocoa for well-drained soils on the slopes of hills. The Ijado-Ajegunle D.A. strides two major ecological zones, viz; the Hewu-Wusode in the northern part and the Letu-Robutu in its southern half.

The Development Area is transected from north-west to south-east by a road whose state of repair is far from satisfactory. This road runs from Awe in the north to Lanite in the south clinging as much as possible to the summit top. For these reasons, it runs closer to the eastern boundary of the D.A. Its length is about 10 km, giving a road density for the area of only 0.23 km per sq.km. Clearly, apart from having to improve the surface condition of the present road, there is need in this development area to construct new stretches of road. Assuming that the hamlets and villages are still in existence, there is need to construct three roads to facilitate a good link with Ijado-Ajgunle. These roads run as follows:

- (a) From Larope close to the Awe-Lanite road, through Babatunde, Akindun, Ago-Elepe, Lapiti, Ile-Ola, Lanipekun, Alagogo to Odusi. This road runs through the heart of the D.A. for about 7.0km mostly on the summit and slope. It crosses a stream just before Alagogo and would need to have culverts or small bridge depending on the actual situation of flash flood waters in the stream.
- (b) From Ijado Ajgunle northwestward through Aboyade, Dapo and Falana to join the new road from Larope. This road is about 3.5km long and does not traverse any stream.
- (c) From Ijado Ajgunle to Odusi, a distance of approximately 2km but with the feeder road traversing a stream just before reaching Odusi.

In all then, development in the Ijado-Ajgunle D.A. would involve the construction of about 13km of feeder roads with 2 culverts or bridges. The feeder roads envisaged are not more than simple dirt roads, properly compacted and gravelled (where possible) to stand up to a truck axle loading of about 9,000 kg. during the dry season and to allow year-round movement of lighter traffic. The roads should have a width of some 5 metres and profile crown of not less than 25 cm. As much as possible, they should also have continuous roadside ditches not less than 50 cm. deep, off-shoot drains and culverts adequate for transporting and disposing of flash flood waters.

With the proposed feeder road system, the Ijado-Ajgunle can be divided into five PPU's as follows:

<u>PPU 2A</u>	<u>PPU 2B</u>	<u>PPU 2C</u>	<u>PPU 2D</u>	<u>PPU 2E</u>
Alagbede	Asipa	Gogo	Araromi	Larope
Imowo	Ijado Ajgunle	Aba-Agbe	Lanipekun	Akindun
Abanla	Ajirotutu	Baba Odi	Elesin	Babatunde
Aboyun	Olukosi	Olutayo	Akije	Makinde
	Onifade	Omokiti	Afolabi	Oloro
	Ajibowu	Alagogo	Ile-Ola	Ogunmola
		Odusi	Agbeja	Gudugbt
		Iya-Alagbo	Lapiti	Falana
		Ojewole	Ago-Elepe	Agboko
			Ogunwu	Dare
			Idi-Isin	Dapo
			Idi-Esu	Popoola
			Ojelabi	Aboyade
			Jaiyekofa	



PPU 2D

Adekanbi  
Adeleke  
Ogunroko  
Atannile  
Fadare  
Eleiye

Alagbon Development Area

The Alagbon Development Area is perhaps the smallest of the D.As occupying an area of roughly 25.9 sq.km. It is almost wholly within the Letu-Robutu ecological zone except for the area around Alagbon itself which is in the Nila ecological zone. The development area has a much longer extent east-west (about 7 km) than north-south (about 3.8 km).

The northern part of this D.A. is occupied by the valley of one of the tributaries of the River Oba. Much of the rest of the area is another summit serving as watershed between the aforementioned tributary and another one known as River Onikudu.

This Development Area is traversed by three roads all running roughly north to south. There is an east-west link between the two more easterly of these roads especially at Akoda Idiorupa. This settlement, in fact, appears much better placed to serve as agro-service centre for the Development Area. Alagbon has been chosen for now because it has a school.

Akoda Idiorupa is, however, depicted as having a church. If field investigation supports it, the agro-service centre could be moved to this settlement.

The total mileage of road within the D.A. is about 13.5 km. Given the area of the D.A, this gives a density of 0.52km of road per sq.km. The state of each of the present roads within the D.A. needs to be ascertained. However, it will be necessary to plan to construct an east-west road across the D.A. going, for instance from Akoda-Idiorupa through Kumafo to Oyerinde, Esere, Agure to Bosere on the western road. This projected road from the Kumafo junction would measure less than 4 km. The whole stretch appears to keep on the summit and slope and therefore does not require any culvert or bridge across a stream. The specifications for the road should, however, follow that described previously.

Given the proposed road system, the Alagbon Development Area can be divided into FIVE PPUs as follows:

<u>PPU 3A</u>	<u>PPU 3B</u>	<u>PPU 3C</u>	<u>PPU 3D</u>	<u>PPU 3E</u>
Alagbon	Akoda Idiorupa	Kumafo	Esere	Alagbede
Arowosegbe	Ejemu	Esin-Nla	Dapo	Olokiti
Alase	Adeyele	Oyerinde	Oyediran	Agure
Owonla	Dada	Adeyinka	Lafa	Sulu
Agboya	Bempi	Akiyele	Olokede	Seke-Raji
Obada-Alaga	Ladise	Mesun	Bara	Apete
Elewede	Alagbon		Oniwinde	Seke-Odofin
Jagan	Olode		Oge Ese	Asipa
Ode	Laka		Agure	Olode
Ginkeji	Odan		Bosere	Alalerin
			Oloke	

Lanite Development Area

The Lanite Development Area is the most southerly of the Development Areas, and occupies some 38.9 sq.km of land. It is roughly 8.6 km. from east to west and about 4.5 km from north to south. This development area is wholly in the Lebu-Robutu ecological zone. Being the most southerly, it is also the wettest and therefore the area with the greatest potential for tree crop cultivation. In spite of its relative advantages, however, it must be stressed that this is still a marginal area for these crops.

The Lanite Development Area is an undulating area with many streams cutting into a hill and running generally north-west to south-east. This gives a somewhat longitudinal direction to the series of upland and valleys with most settlements and routeways keeping as much as possible to the upland.

Like the Alagbon Development Area, the Lanite Development Area is traversed by a series of north-south road, those to the east being relatively better connected but with poor link with the western road which is part of the boundary road from Akinmorin to Alayin-Oke. The total existing road network is approximately 23 km, giving a road density of roughly 0.59 km per sq.km of area. In spite of this, it is true to say that Lanite, as the agro-service centre, is poorly linked with its western area and it will be necessary to construct a feeder road from Alayin-Oke in the extreme southwestern corner through Oyebola, Onigbin,

Akinola and Apará to Yenti, Oyelabi, Agbede, Olojule to Lanite. This is a feeder road approximately 10 km long crossing streams at four points:

- (a) At Onigbin
- (b) Before Akinola
- (c) Before Apará
- (d) Between Olojule and Lanite

Given the more southerly location of this Development Area, it is most likely that a small bridge would be required at each of these points.

The Lanite Development Area divides into 6 or 7 PPU's that is, if the relatively sizeable settlement of Imeleke is within Awe land. The PPU's comprise the following:

<u>PPU4A</u>	<u>PPU4B</u>	<u>PPU4C</u>	<u>PPU4D</u>
Imeleke	Abu	Araromi	Otun
	Awele	Logun	Osa
	Otun-Agemo	Asunmoge	Foritaje
	Alapinni	Okeapo	Kubo
	Oke Odo	Oloko	Agba
	Jabata		Logun
	Omola		Lanite
	Apará		Omo-Oba
	Ramotu		Molete
	Onikoyi		Adeagbo
	Abu		Asunmoge
	Panu		
	Elesu		
<u>PPU4E</u>	<u>PPU4F</u>	<u>PPU4G</u>	
Yenti	Awe	Idi-Aka	
Hogaji	Ogogo	* Akinola	
Ojelabi	Jabata	Lale	
Ogunniyi	Arinmajagbe	Onigbin	
Agbede	Ogunkanmi	Oyebola	

PPU4E

Olojule  
Olole  
Jabata  
Logun

PPU4G

Ogunjinmi  
Elebesan  
Alayin-Oke

Kiyeseni Development Area

Kiyeseni Development Area lies in south-easternmost part of the Awe Opticom. It covers an area of 38.9 sq.km, much of it being within the Nila ecological zone.

The Development Area is occupied at its north-easterly extreme by the southern edge of the Oba Hills and Forest Reserve. Within Aweland, these hills rise to over 500 metres with the summit approached by fairly steep slope. Almost below the hills is the valley of the River Oba and its tributaries. Indeed, the greater part of the Development Area is taken up by the succession of tributaries occupying fairly broad valley bottom.

The Kiyeseni Development Area is traversed by the road from Awe to Iwo. At Kiyeseni, there is a branch feeder road that goes through Akoda to Lanite. The total length of road is only 10.5 km. This gives a road density of only 0.27 km per sq.km of area. The relatively low road density is matched by the relative paucity of rural settlement. Both of these point to the frontier character of this Development Area and its

potential for future development.

At present, therefore, there are only two definable PPU's within this Development Area. These are:

PPU5A

Kiyeseni  
Idiobi  
Eleranko  
Isale-Oba  
Motoku  
Akoda  
Koko

PPU5B

Oniwasu  
Okikiade  
Aroloyin  
Idiroko

Gudugbu Development Area

Like the preceding Development Area, the Gudugbu Development Area shows all the characteristics of a frontier with ample potential for future development. The Development Area is some 5.8 sq.km in extent and much of it is within the Nila ecological zone. The mature valley of the River Oba runs across the area from north to south. East of this valley, the land rises towards the summit of the Oba Hills, most of which is now outside of Aweland. West of the valley, the land is gently undulating with much of the troughs occupied by minor streams flowing into the River Oba.

Although settlements here are very widely scattered, the

area is traversed by the road going from Ajagba through Olori to Owu and Ife-Odan as well as the road going to Gudugbu and turning back to Awe. These give a total of about 16 km of road in the Development Area. In terms of density, however, this is only an average of 0.31 km per square km.

Much of the river valley is at present left unoccupied except for the fairly considerable village of Olori on the eastern bank of the river. In consequence, it is possible to designate only 3 PPU's within the Development Area. These are:

<u>PPU6A</u>	<u>PPU6B</u>	<u>PPU6C</u>
Olori	Agbaja	Gudugbu-Orile
	Idi Mangoro	Aiyekale
	Irepodun	Alase
	Jabata	Alaka

Apara Development Area

The Apara Development Area straddles both the Hewu-Wusode and the Nila ecological zones. In area, it is roughly 49.2 sq km. Its most striking physical characteristic is the succession of almost latitudinal long ridges and valleys going from north-west to south-east.

There are fairly well-developed stretches of road in the

southern part of the Development Area. These are parts of three roads from Awe town. The most northerly goes from Awe through Emi-Abata to Iwo Ate and Ife-Odan; the other two describe a closed system going from Awe through Gudugbu Orile and back to Awe. There is a road linking the northern stretch of this closed system with the more northerly road to Iwo Ate. This link goes from Apara to Onisa. In all, the present road system totals some 20 km. and gives a density of 0.41 km per sq. km of area. There is no indication that these roads are more than feeder roads and their conditions will have to be ascertained, especially as all three of them tend to cross a number of river valleys. The northernmost for instance, crosses river valleys at three points; the middle does so at two; whilst the southernly also does so at two points.

Some six PPU's can be designated within the Apara Development Area. These are:

<u>PPU7A</u>	<u>PPU7B</u>	<u>PPU7C</u>
Molete	Jagunlodo	Ileko
Olore	Apara	Iyalode
Onikola	Banke	Apata
Mogaji	Bale	Ayo
Asalu	Asalu	Oilupetu
Aba-Bara		
Obede		

<u>PPU7D</u>	<u>PPU7E</u>	<u>PPU7F</u>
Samu	Onibata	Idi-Aro
Onisa	Apara	Ori-Oke
Asipa	Agba-Akin	Bashorun
Jagun	Laroniyan	Alapo
Base	Dade	Oluode
Dokun	Arinago	Ekede
Igbo-Ogun		Idi-araba
Igbo-Ile		

Emi-Abata Development Area

The Emi-Abata Development Area covers some 33.7 sq. km. Virtually, all of it falls within the Nila ecological zone which means that it is pre-eminently a grassland area. It is a fairly dissected area with streams flowing out of it in all directions. In other words, there is within the area a minor watershed. Most of the streams flow out eventually to join the River Oba whose main valley lies in the south-eastern corner of the Development Area.

The Development Area, however, is not that devoid of settlements. Indeed, there is some indication that the area around Emi-Abata used to be agriculturally very active. There will therefore be need to provide an additional feeder road, complementing the existing one and preferably running north-south from Otesin in the north through Elesin, Ajibade and Idode to Emi-Abata and continuing south through Odudugberedu to Eleja. This gives a feeder road length of approximately

8 km crossing streams at three points: (a) south of Ajibade; (b) south of Emi-Abata; and (c) south of Odudugberedu.

The Development Area divides into four PPU's. These are:

<u>PPU8A</u>	<u>PPU8B</u>	<u>PPU8C</u>	<u>PPU8D</u>
Otesin	Ajibade	Idi-Agbon	Apetu
Elesin	Sobalaju	Idode	Odudugberedu
Jagun	Omo-Oba	Emi-Abata	Ago Alawode
Oluokun	Maromipin	Agunpopo	Orioke
Lawore	Odo-Oba Ejemu	Balogun	Eleja
Aba Eku	Akoda	Baba Elesin	Familopa
		Bashorun	
		Yemoja Ajiga	

Olonje Development Area

This is the largest of the development areas extending over some 64.8 sq. km. It is in many ways a transitional area, greatly affected by its situation close by the Trunk A road from Oyo to Ogbomosho and by the great amount of urban land speculation which has been consequent on this fact. Extensive parts of the Development Area thus appear devoid of settlement, making the Development Area a veritable frontier area.

All of the Development Area lies within the Nila Ecological zone. Physiographically, the area is very undulating with river valleys succeeding relatively low ground swell.

There is no road passing through the area, except for the Oyo-Ogbomosho road that skirts it on its western edge. There is in fact no road linkage between Olonje market and its tributary villages. One major element in developing the Development Area is thus to establish at least a north-south feeder road through it. This road should start from Olonje in the south through Moye, Olola, Aiyekale, Idiori, Asipa to Maku. This would give a feeder road of approximately 10 km. to which should be added the short stretch of about 2 km linking Olonje to Otesin and from there to Emi-Abata and a major road. This road crosses streams at three points, namely: (a) between Moye and Olola; (b) between Idiori and Asipa; and (c) between Asipa and Maku.

Given the frontier character of the Development Area, only two PPU's can be identified at present, one centred on Olonje in the south; the other on Aiyekale in the north.

These are:

PPU9A

Olonje  
Odejin  
Isale Apata  
Moye  
Ekeje  
Oki-Omo

PPU9B

Aiyekale  
Ijabata  
Olola  
Aba-Oku  
Onisa  
Oniyangi  
Asipa  
Maku

3. Mobilizing the PPU's

In all, Table 4.1 shows that the nine rural development areas in the Awe opticom breaks down into 40 primary production units, comprising some 280 settlement units. It also reveals that there are approximately 120 km of roads of different status currently serving the opticom and linking different parts of it to Awe town. In activating the various PPU's, however, it would be necessary to investigate the present state of repairs of these roads especially the conditions of bridges and culverts. If these are no longer in a state to allow free flow of traffic by vehicles of at less 1000 kg axle weight, then some programme of repair has to be mounted.

The table also emphasises that, at least in the case of five development areas, additional feeder roads totaling some 47 km will have to be built. These roads would require some 12 bridges or culverts along their course.

It is important to stress that this length of road is only to serve existing PPU's. It is assumed that new PPU's will have to be created, especially in those development areas with somewhat frontier characteristics. When this occurs, these PPU's will need their own feeder roads to make them viable.

Table 4.1

PROPOSAL FOR FEEDER ROADS IN RURAL DEVELOPMENT AREAS

Development Area	No. of PPU's	No. of Settlements	Roads (Kms)		Bridges or Culverts
			Existing	Proposed	
1. Ajagba	6	31	19.5	-	-
2. Ijado-Ajgunle	5	52	10.0	13.0	2
3. Alagbon	5	47	13.5	4.0	-
4. Lanite	7	52	23.0	10.0	4
5. Kiyeseni	2	11	10.5	-	-
6. Gudugbu	3	9	16.0	-	-
7. Apará	6	38	20.0	-	-
8. Emi-Abata	4	26	5.7	8.0	3
9. Olonje	2	14	-	12.0	3
TOTAL	40	280	118.2	47.0	12

Road construction is regarded as a major task for which the PPU's need to be mobilised. But it is not the only one. Indeed, every task in which the major input is human labour is one for which the PPU's need to be mobilised. In the case of the development of the rural areas of the Awe opticom, these tasks are five in number:

- (a) Road Construction including the construction of culverts and bridges
- (b) Well digging for water supply
- (c) Building of the Agro-Service Centre
- (d) Establishment of the Seed Multiplication Farm
- (e) Development of PPU Farms.

The actual mobilisation is, however, a management task.

What has been done in this report so far is consequently to delineate the structural aspects of the management system necessary to make mobilisation feasible. Clearly, each development area would need a committee and local leadership to oversee the activities of the whole area. By the same token, each PPU would need its own committee and leadership to co-ordinate plans and activities in each PPU. There are three categories of leadership here whose roles need to be recognised and reconciled:

- (a) The modernising elite
- (b) The traditional rural elders and rulers
- (c) The younger rural activists.

It may be argued that each of these groups should be represented in the Development Area Committee. On the other hand, it would appear more realistic to separate the traditional rural elders and rulers into special advisory categories and constitute the DAC on representation from both the modernising elite and the younger rural activists. In this way, the general management style would be one in which at the level of both the D.A. and the PPU, there would be a traditional council to which all development decisions are communicated for information and advice and a management committee which deliberates on all problems and takes the necessary decisions.

At the level of the PPU's, therefore, the idea would

be to have a management committee of five, selected from younger members of the farming community living in the rural area and still committed to active participation in agricultural production. This five-man committee would, of course, select its own leader who will, apart from his other duties, represent the PPU on the DAC.

The five-man PPU committee has the primary function of mobilising the PPU for production and serving as the channel through which innovations are transmitted to the PPU. Consequently, they must be people who are willing to learn since most of the task of the DAC would centre around the transmission of new ideas of production, distribution and consumption as well as new images of the rural areas to the rest of the rural population.

The PPU Committee must also find ways of communicating with the PPU traditional council which they must try to carry along with them in most of their decisions. This Council will comprise largely of the head or elder of each hamlet or village or any person of similar status necessary to keep informed of development within the PPU. Because of the likely age of most council members, it is clear that they will not be able to engage in much of the frequent movements that managing the PPU is bound to involve. But they must constantly be kept informed of major issues and decisions and their help sought in resolving any local difficulties that may arise in the

process of introducing a new system of production.

The Development Area Committee has a more crucial role of initiating the process of transforming the rural areas. As such, its membership must reflect the two groups likely to be involved; namely the modernising elite and the leaders of the PPUs. The modernising elite comprises most of the leadership of the Awe community who are committed to this whole concept of development. Some of them live in Awe, but the vast majority live in larger settlements away from Awe but not too far for them not to be able to give a hand in the development of their home area. It would be necessary to appoint at least three of such people to serve on the Committee of each Development Area.

Each Development Area Committee can have a membership varying from eight to fifteen and including the three members of the modernising group. In the initial phase, it would be these three members who would have the task of organising the Development Area for which they are responsible into the PPUs as indicated in this document. The number of PPUs is, however, not rigid and this Committee will be free to increase or decrease the number on the basis of their knowledge of actual situation in the field.

In other words, once the elite members of the DAC



have been selected, their first task is to tour their area of responsibility, meet the rural population, ascertain the available number of the potential labour force, discuss with the villagers the new plan for developing their area, identify individuals who are likely to provide local leadership and undertake the education of the villagers as to their organisation, in particular PPU. On such a tour also, the conditions of the roads should be ascertained, the presence of new settlements, the desertion of some of those on the list should also be noted. Similarly, any aspect of current rural production should be observed. It is crucial that a brief report of this first effort on the pro-tem DAC should be written by one of its members and submitted to the central body which has overall responsibility for the development of the opticom.

Subsequently, when the full membership of the DAC has been achieved with the accession of the heads of the PPUs, the task of mobilisation can then begin in earnest. Mobilisation involves organising and motivating the farmers to undertake the productive tasks which are crucial for raising their individual and communal standard of living. It is essentially an educational and informational task and requires frequent visits to talk, discuss and exchange ideas as to what to do, why it should be done and how to do it. It is however, not an instructional task and should never be made or seen to involve passing instructions

or command down the line. Opticom development at the level of PPUs and DAs must be a two-way dialogue between rural leaders and the rest of the population. It is based on the fundamental principle that development can only succeed or be meaningful when it is the development of people, their ideas, concepts, values, attitudes and behaviour pattern, and not simply of their material output in their productive effort.

#### 4. The Role of Incentives

Clearly, there is much that is new and exciting in the plan to develop the rural areas. However, one should not be naive as to think for one moment that this is the first time that such glamorous vista of the future has been unveiled before the farmers. Indeed, the history of rural development in Nigeria is a succession of raising and dashing of the hopes of the rural population by agencies of government.

For this reason, those attempting to implement any part of this proposal document must be prepared for a certain degree of scepticism or downright cynicism on the part of the rural population. This should be seen as part of the challenge of opticom development which has to be confronted and overcome. The most certain and secure way of overcoming it is through promising no more than can be achieved and continuously keeping the farmers informed on plans to deal with their felt problems.

Equally important is the role of incentives in showing them the determination to effect changes in their conditions. These incentives must cover not only the social welfare aspects of their lives especially health services but also and more importantly, the productive aspects. The most important incentives in the production area are those which represent service packages to farmers. These include:

- Mechanization
- Supply of seedlings
- Supply of fertilizers, insecticides and herbicides
- Extension services
- Farm credit.

Ways must be found to make most of these easily available as soon as this programme of opticomal development is launched. How this can be done belongs largely to the chapter on development strategy.

However, it is necessary to stress that from the very beginning, farmers must not be allowed to see these incentives as "free gifts" but as a means of "inducing" in them a commensurate output of effort. Otherwise, the temptation for the laggard members of the PPUs to want to put in the minimum of effort in PPU activities whilst striving to get out the maximum of benefits will be impossible to contain and would eventually destroy the whole basis of the organisation. Consequently, the other side of the coin of the incentive system is to lock it firmly within a system of "work points"

which farmers can earn in terms of the work they do in various projects of the PPU. Again, the principle of scoring work-points should be explained to PPU leaders who in turn must educate all members of the PPU on it. The scoring in turn will be done by a group selected by members of the PPU themselves. There is more to say on this topic, but this also would have to wait until the Chapter on Development Strategy.

##### 5. Creating New PPUs

There is no doubt that as the development of the rural areas of the Awe opticom gathers momentum, there would be the need to plan for the creation of new PPUs. These would be necessary to provide for distant members of the Awe community who want to return home to participate in the development of the opticom through engaging in agriculture. It could also be consequent on movement from one part of the opticom to another to make for a fuller and more efficient use of land resources.

The crucial issue in the creation of such new rural settlements or PPU is, of course, land. The prospect of an individual being allowed to cultivate land in an area which has not always belonged to his family is one which must be anticipated and prepared for. One possibility that cannot be contemplated is to extinguish ownership rights to land. This can be preserved, however, by setting up a Central Body to which these rights can be temporarily transferred. It is then this body which would have the responsibility for allocating new farmlands to those who want to cultivate them. This can be done for a fee in cash or kind

to this Central Body, part of which can be forwarded as royalty to the family or families who own the land.

In this way, the task of creating new PPUs or settlement units will be centrally managed. Apart from ensuring orderly development, such central management is the most realistic way of reducing the dangers of speculation and conflicting claims to land that are bound to follow in the wake of development changes within the Awe opticom.

The territorial basis for the development of the Awe opticom has been outlined in this chapter. It is a basic consideration of opticomal development that central to any successful planning for rural development is the identification of the territorial frame within which the rural population must be organised and mobilised.

That territorial frame has now been produced for the rural areas of the Awe opticom. But this cannot be all. The institutional, organisational and administrative superstructure has to be imposed. Part of these in the form of the PPU Committees and the DA Committees have been mentioned. But there are others which are more central in their organisation but which are needed to service these lower-order institutions. Some of these will be discussed in a later chapter. But there will be others, the necessity for which or the form that they should take

may at present not be obvious, and it is possible that they are not mentioned at all in this document. But that is not to say that as soon as their need becomes exigent, they should be ignored because they have not been mentioned in this plan. To the extent that development itself means change, it is necessary to stress that as soon as the implementation of any aspects of the plan begins, other areas whose implementation is delayed would need to be re-examined before they can be acted upon. Such is the nature of dynamic transformation.



1. The Agro-Industrial Link

Throughout history, the growth and development of cities and towns have always been known to be a consequence of increased agricultural productivity in their rural areas. This symbiotic relationship between urban and rural is the function of a number of factors. In the first place, increased agricultural productivity means that fewer hands are required to produce the same volume of produce; the surplus hands can then be released for urban - industrial activities. Secondly, increased agricultural productivity means there is food to feed more people in non-agricultural activities of the type found in towns and cities. Thirdly, increased agricultural productivity means the existence of a larger volume of agricultural raw material needing industrial processing and transformation and creating more urban-type employment. Finally, such industrial processing and transformation in turn induce and attract other types of industries to locate in the same city.

In all of these ways, it is possible to argue that development in the rural area of Awe opticom is bound to have tremendous impact on the growth of Awe town. At present, Awe itself boasts of 13 fairly large industrial concerns and six relatively smaller ones, mostly bakeries. Table 5.1 shows the present break-down of these industries. It emphasizes that even now agro-allied industries dominate industrial production

in the town, accounting for nearly 60 per cent of the total industrial employment of 416. What is perhaps most striking about the present industrial situation in Awe town is that most of the industries are owned and managed by the indigenes. Moreover, the pattern has been one of steady increase in the number of industrial establishments over time. For example, up to 1970, the number of such establishments in the town was only 2. Between 1971 and 75, three new ones were added. Since 1975, the number has risen to 19. Moreover, Awe is showing minor specialisation in bakery. Loaves of bread from the town are distributed as far south as Ibadan.

What all these boil down to is that given the appropriate climate, the citizens of Awe have shown enough entrepreneurial trait to size up and seize investment opportunities. In what follows therefore an attempt is made first, to outline the range of economic activities which can be explored to stimulate the development of the town and complement the changes going on in the rural areas; second, to assess the social overhead capital that such an investment programme would require; third, to examine the implications of these increases in the economic and infrastructural development activities on the growth of population in the town; and finally to delineate the pattern of physical development which would make it possible for the town to take on so many new activities without destroying or compromising environmental quality and functional efficiency.

Table 5.1

INDUSTRIAL ESTABLISHMENT IN AWE TOWN, 1982

<u>Type of Industries</u>	<u>Number of Establishments</u>	<u>Number Employed</u>
1. Feed Mill	1	92
2. Poultry Farm	4	88
3. Fish Farm	1	n.a
4. Sawmill	2	58
5. Bakeries	7	68
6. Hotels	2	90
7. Block Making	2	20
Total	19	416

n.a. = not available

2. Economic Activities

The growth of Awe town must be predicated on its being able to improve on three categories of economic activities; namely industrial, commercial and financial activities.

(a) Industrial Development

The starting point for any major industrial development in Awe must be the processing and valorisation of agricultural produce from its rural hinterland. It has been shown that this hinterland is sufficiently diversified in its character to yield a wide variety of produce but, as already indicated, emphasis in production will be on

maize and cassava, with some continued attention being paid to guinea corn, rice, yam, fruits and vegetables.

Against the background of a revitalized rural area and a highly productive agriculture, it is possible to conceive of the industrial development of Awe as taking place in the first five years at least along the following sub-sectoral lines:

(i) Food Processing

1. Animal Feed: With abundant maize production, this is a natural line of development. Already, there is an establishment producing animal feed in the town. With more abundant raw material, not only can the present feed mill be expanded but two or three others can be started.
2. Cereals: There is also scope for processing maize as breakfast cereals.
3. Confectionery: Again with the maize produce, there will be opportunity for investing in various types of maize-based confectionery.
4. Fruit and Vegetable Processing.
5. Dehydrated Vegetables.
6. Preservatives.

(ii) Agro-Allied Industries

1. Wooden Crates: Using output from the sawmills and

from timber of lesser known species, wooden crates can be produced to facilitate movement of agricultural produce and food-processing products.

2. Wooden Storage Cupboards.
3. Paper Board Cartons.
4. Corrugated Fibre Board Containers for eggs, etc.
5. Polyethylene Bags.
6. Pesticides.
7. Insecticides.

(iii) Pottery And Ceramics

1. Bricks and Blocks.
2. Mugs and Bowls - Ceramics.
3. Reinforced Cement Concrete Pipes.
4. Asbestos Pipes and Fittings.

(iv) Metal Works

1. Storage Bins - Steel.
2. Padlocks & Doorlocks.
3. Insecticide Sprayers - Manual.
4. Hoes.
5. Hand Shovels.
6. Sickles.
7. Seed Bins.
8. Water lifters.
9. Hand Pumps.
10. Other Agricultural Implements.

(v) Machine Repairs

1. Tractor Maintenance and Repairs.
2. Vehicle Maintenance and Repairs.

The above represent only a sample of industries which can be established in Awe in the next few years and in conjunction with the development of the opticom. Their common characteristics is their interlocking relation with rural production. Most of them would have a ready market either for supply of principal raw material or for the disposal of manufactured output in the rural parts of the opticom. This interlocking relation means that the growth of production in either section of the opticom would have corresponding impact on growth in the other section.

Once industrial production in Awe has crossed a certain threshold in terms of number of establishment, two tendencies may become discernable. Either there is a drive to industrial specialization such that Awe becomes notable for a particular line of industrial production or there is considerable diversification with more and more industries coming to locate in Awe to exploit forward, backward or lateral linkage effects arising from other industries that have already located there.

Most of the industries listed belong to the category of small-scale industries, although there are large-scale versions of them. The idea is that most of these industries would be owned or sponsored, at least initially, by sons and daughters of Awe. The fostering of entrepreneurial

capability is thus a concomitant aspect of opticom development. The emphasis on small-scale industries is consequently to allow the process of entrepreneurial development to begin on a small-scale and gradually to grow as the community itself becomes more matured and sophisticated in investment terms. At that stage, emphasis should shift to floating larger-scale joint-stock enterprises of a private or public nature.

The same considerations have been operative with respect to management development. Small-scale industries allow a newly industrialising community opportunity to start mastering in an effective way the intricacies of industrial management from the very top right down to management on the floor of the factory.

Because of this emphasis initially on small-scale industries, some attention should be paid to establishing relations with countries where small-scale industrial development is given some priority. India is a notable example of such a country, although Germany and Japan can also be mentioned. As part of the development strategy for the opticom, it may be useful to arrange some meetings with the commercial attache in the embassy of these countries.



(b) Commercial Development

One of the notable problems of agricultural development has been the inadequate attention which the country places on the efficient marketing of agricultural produce within the country. The colonial government dealt effectively with this problem with regard to export commodities, and it is a matter for regret that up to date we have not improved on their system. For purposes of comparison, it is worthwhile spelling out the major elements of this system. Essentially, these are seven:

- (i) establishment of quality standardisation and grades for the various commodities;
- (ii) provision of premium prices for the best grades and discounted prices for poorer grades;
- (iii) wide publicity given to these various prices for each season;
- (iv) setting up of various types of marketing organisations to ensure quality and stabilize prices;
- (v) licensing of middlemen or buying agents;
- (vi) determination of transport rates, handling charges and permissible trading margins; and
- (vii) establishment of storage facilities with adequate protection against pests and diseases.

These seven elements can be discerned in the way the colonial administration dealt with all export crops -

cocoa, palm oil and palm kernel, rubber, cotton and groundnut. Because they were not interested in our food crops, they simply ignored extending the system to them. Today, although numerous commodity marketing boards have been established, there is no indication that their members understand the first principles of successful marketing.

For the development of the Awe opticom to take off successfully, there are many reasons why this same system must be applied to marketing the agricultural produce likely to come out of the rural areas. If the larger output from the new Awe farms are to be quickly and easily disposed of, then standardisation of quality must be made a prerequisite of marketing. Farmers must be given incentives by means of premium prices for different qualities of their produce. To be able to do this requires sizeable wholesaling commercial establishments which can undertake the purchasing of most of the output from the farms.

There are three possibilities for developing such wholesaling commercial organisations:

- (a) Communally Incorporated Body: The Awe Community can itself set up such a body with funds to purchase and sell. Such a wholesaling organ of the community would be part of the

agencies of the central organisation which will be proposed in the next chapter to oversee the overall development of the Awe opticom. A wholesaling organisation of this type will have the task not only of immediate purchasing of farmer's output and of insisting on and monitoring the quality of output from Awe farm. It would also be responsible for publicising the high quality of these crops and promoting their sales throughout the country. It must look for markets where farmers can get the highest prices for their commodities.

(b) Co-operatives: It should also be possible to have co-operative wholesaling establishments of the farmers themselves organised preferably at the level of the Development Areas. These can sell directly to its own customers or they can operate as part of the central agency. If the former, it will be necessary for them to assume some of the responsibilities of the central agency, especially with respect to getting the highest price possible for the farmers' commodities.

(c) Private Entrepreneurs, Private wholesale establishments should also be able to participate in the purchasing and marketing of agricultural commodities within the opticom. Because the opticom has no

jurisdictional powers to bar the operation of any enterprise, it would be necessary to take a positive rather than a negative attitude to such establishments. As long as one or both of the first two types of organisations operate within the opticom, the presence of private entrepreneurs will help to prevent them deteriorating into agencies for exploiting the farmers as the Marketing Boards have become.

In any case, what is important to stress is the need for these three proposed wholesaling organisations, if they emerge, to try and work with a high degree of unison especially with respect to premium prices for quality produce. In this regard, the Central Agency wholesaling organisation has a primary leadership role to play both to co-ordinate all marketing activities within the opticom and to give general directions.

The wholesaling of agricultural commodities has a complementary side to it in terms of the wholesaling of imported materials. Importation in this respect means "importation" into the town and covers locally manufactured goods and those of foreign provenance. At present, there

are large, principally foreign-owned companies handling most of the wholesaling of these commodities in the country. These are usually based in the big cities from where small wholesalers and retailers, especially those from small towns, go to purchase.

It is unlikely that the current projected development for the Awe Opticom will change this situation in any fundamental respect. What it would change is the range of manufactured commodities vended with a trend towards more consumer durables especially of bicycles, motorcycles, beds, fans, radios and even small refrigerators. There would also be a new and growing market for hardwares and agricultural inputs of various types. These are all commercial goods whose wholesaling is best left to private enterprise. However, it may be necessary for the central agency responsible for the development of the Awe opticom to take a hand either in inducing the emergence of the necessary enterprise in this field internally from among Awe's sons and daughters or through encouraging outside entrepreneurs to come in.

The development of retailing commerce is one which must clearly be left in the hands of private entrepreneurs both male and female. At present,

scale at which this operates is low, limited largely to the small provision stores for manufactured goods and market for most of the food commodities. The hope would be to see the emergence not only of supermarkets and department stores but also of specialised retail stores such as drug stores and book stores.

None of this can or should be encouraged until purchasing power and consumption style in the rural areas have changed as to create really viable retail outlet for such commodities. But against such an eventuality, the central agency may conceive of two policies of assistance. One is to begin to inculcate in existing traders the banking habit, and enhance their knowledge of the facilities available to them thereby; the other is to be prepared to invest in the construction of a shopping complex so that such budding entrepreneurs could have an appropriate and adequate base from which to start operations. On the question of banking habit, there is more to be said in the next section.

The retailing of agricultural and food commodities is mainly in daily or periodic markets. Most of these markets are under the care or surveillance of either the local council, the traditional ruler or local communities.

Of few of these markets can it be said that the facilities are what they should be. This is one area in Awe town where some modest action of upgrading existing facilities could have both psychological and economic effects. Specific mention can be made, for instance, of the importance of establishing in Awe town one or two petrol stations to supply kerosene, petrol, diesel oil and other petroleum products which would be needed to fuel the increased economic and transportational activities projected for the opticom. In this and other ways, it will be made patent to the people that development interest in the town is shifting away from merely social overhead capital such as town hall, schools and palace to economically productive investment. It could also be a way to secure the interest of the women members of the community in the new developmental direction of communal activities.

(c) Finance

The development of the Awe opticom whether agriculturally, industrially or commercially would be greatly expedited if financial institutions, notably banks, can be attracted to Awe town. The crucial issue is to attract the first bank to the town. Once this is done and it is known to be thriving as a result of increased productive activities in the area, other banks would scramble to establish their branches in the town.

(a) The Role of Banks

The establishment of the first bank in the town must be seen as a critical aspect of opticomal development. However, having a bank is not the same thing as knowing

how to use a bank effectively for development. Unfortunately, nobody gives this issue the adequate attention that it deserves in this country - certainly not the governments nor the banks themselves, nor the groups of budding businessmen or industrialists who need to know.

One of the tasks of the central agency interested in attracting a bank to Awe must therefore be to be prepared to educate the people as to how to use a bank. This is particularly important in the case of all gainfully employed individuals whether farmers, traders, businessmen, industrialists, teachers, administrators and other professionals in the town. All of these must be encouraged to open a savings or current account in the bank. The more savings the bank can mop up in the town, the greater its willingness to provide credit facilities for some of the communal or private enterprises proposed in this document.

(b) Insurance and Credit Facilities

Savings, however, is one thing; offering credit facilities is another. And for the latter, the banks also have their rules. One of the most important of these is the need for securing loans with a collateral. Such collaterals could be in the form of property or a life insurance, among other things.

Not everybody can build a house whilst still trying to nurse a commercial or industrial enterprise to grow. This is where life insurance becomes of interest to banks. To facilitate a larger flow of financial resources into the development of the Awe opticom, it would thus be necessary to also attract one or two insurance houses to take interest in the town. This can be done not by making such houses locate in the town, at least not initially, but by making their management know what the town is planning to do with respect to insurance and mobilising as many sons and daughters of Awe to insure with the particular insurance company or companies. Indeed, if the negotiations were properly handled some type of group insurance scheme can be worked out with much reduced premium for individuals and a stronger bargaining power for the community as a whole.

Since the primary purpose of encouraging most of the people to take out some form of insurance on their life is to be able to use this, if necessary, as a collateral for credit facilities from the bank, it could be useful to consult with the bank before deciding on a particular insurance house. Such consultation

should also cover other aspects of briefing on the conditions under which life insurances may or may not be accepted as collateral and any other suggestions that might make this proposal a more effective method of mobilising financial resources for the development of the opticom.

(c) Rotating Credit Institutions

One must recognise, however, that most of our people are unused to modern financial institutions, either banks or insurance houses. This does not mean to say that they are unfamiliar with savings or offering of credit. A most notable way in which these two necessities are met in most of our communities at present is through rotating credit institution. This institution involves a specific number of peers who agree to save an equal amount of money either daily, weekly or monthly. At the end of the period, the total amount saved is handed over to one of the members and the process is repeated until all the members have had their turn. A variant of this system is for every individual to agree to save with an agent a certain amount every day. The amount is usually small and the agent goes round to collect it daily. At the end of the week or the month, the agent returns the amount collected less the due for one day.

These traditional systems have one great virtue, namely that they compel the individual to save. They may also be said to be simple in their operation and that they make credit easily accessible. This may be one reason why they are popular among market-women, farmers and craftsmen. But in terms of providing incentives for savings such as interest, they are either indifferent or negative.

Nonetheless, it would be unrealistic to try to dispense with them immediately, especially in the more remote settlement or development area. What should be done is to attempt to incorporate them into the modern savings system. Once a bank is established in Awe, the idea should be to encourage individuals to put their total takings in the bank, unless otherwise needed. It may also be possible to get bank managers to relate to the itinerant agents serving the market women by treating them as brokers. Whatever the situation, it will be important not to allow this traditional system of savings and of providing credit to fall into disuse without an alternative and more effective system established in its place.

The anticipated expansion of economic activities that are needed to induce the development of the Awe opticom will be possible only if attention is paid equally to the infrastructural facilities or social overhead capital that are of special significance. These are: electricity supply, water supply, roads, schools and health facilities, community hall, library and recreational facilities. Each of these will be discussed further in some details.

(a) Electricity Supply

Currently, Awe is connected to the national electric grid and is supplied electric power in the same inefficient and sporadic manner as the rest of the country. There is no information as to the total amount consumed in the town. What is certain, however, is that this is small. The limited number of enterprises and the relatively low per capita income in the town will explain the situation.

If the growth in economic activities being projected in this Plan is to take place, Awe would need to have access to much larger and more reliable supply of electricity. The chances that the National Electric Power Authority (NEPA) can be relied upon absolutely to provide this are, in the current

Nigerian situation, less than certain. The town may, therefore, find itself helping to make private internal arrangements to prevent the prospect of growth and development receding.

Such arrangements would, of course, be by individual enterprises in the town. The role of the central agency is to see how it can help minimise the massive investment in this form of social overhead capital through co-ordinating the purchase of electricity generators. The point to emphasize is that like all social overhead capital, generators represent quite lumpy investment which small enterprises may not be able to invest in or, if one of them can, which it may not be able to fully utilise. For these reasons, there is a strong case to encourage a pooling of resources for this purpose both to get a more robust and capacious generator and to minimise maintenance costs.

How far the more steady electricity supply can be extended to users other than factories and commercial establishments, it is not easy to say. It would appear that such an attempt would provoke reaction from NEPA. Industrial and Commercial Establishments can be understood if they attempt to rationalise the maintenance of stand-by power source. Extending this to residential facilities cannot be explained away in a similar manner.

(b) Water Supply

At present, Awe's water supply seems to come from the large reservoir which serves Oyo town. How much is consumed daily is not known, although it can hardly be more than between 5-8 gallons per capita per day. Like elsewhere in the country, this supply is becoming increasingly erratic and limited to a few hours a day. Initially, these shortages were seasonal, occurring mainly in the dry season when excessive evaporation deplete the reservoir of much of its water content. More recently, the shortages are becoming perennial, reflecting the fact that the reservoir capacity is no longer adequate for the population meant to depend on it.

How soon new reservoirs and water-works will be provided to take account of recent demographic and economic changes in the area around Oyo is not easy to say. What is clear is that any community contemplating further changes in its economic base must take account of the need for new sources of water.

The proposed increases in the number of industrial and commercial establishments in Awe town together with the concomitant growth in the population of the town can be expected to bring about a very sharp rise in

the demand for water. The almost exponential rate of growth of water supply will arise from three causes: first, there is the very large use of water especially by industrial establishments for cleaning, steam raising or mixing with their products; second, there is the increase in the number of individuals with relatively higher income whose water consumption pattern tends to be on a lavish scale; and third, there is the general improvement in housing conditions that must follow in the wake of expanded employment opportunities and which usually entails higher levels of water consumption by household.

The result of all this would be to transform Awe from a town whose water consumption level is around 5-8 gallons per capita per day to one where the figure is around 30 gallons, that is more than fourfold increase. The expansion of the present reservoir to take account of this increased demand is, of course the most satisfactory solution. But in the present circumstances of Nigeria, the likelihood that this will happen soon enough is a little remote. There is consequently need for some intermediate solution.

The two options open to the Awe community are either to sink boreholes or to dam a water course. The yield of water from boreholes is not likely to justify

the high expense because of Awe's situation on old crystalline rocks of the Basement Complex which are very poor aquifers. It has been known, however, that where such rocks have decomposed locally to considerable depth some water may be trapped in sufficient amount to justify sinking a well or borehole. It is unlikely that the size of such trapped aquifers would be such that it can serve more than one or a few establishments. The search for such aquifers can consequently not be left out of consideration, but their significance must not be over-estimated.

This leaves the damming of a water course the only viable alternative. Already, the map shows that the upper reaches of a stream flowing down northwestward through Oyo have been dammed. This dam site is close to Awe town, on the other side of the road from the Government Technical College. It will be necessary to ascertain the uses to which the small reservoir so created is being put and whether this is compatible with abstraction for urban consumption. It will also be necessary to find out whether raising the level of the dam can increase the reservoir capacity significantly. Otherwise, a new dam site will have to be investigated and plans made to create a bigger reservoir.

Creating a reservoir could turn out to be less



costly than establishing the accompanying water treatment plant. Whether the town itself will be able to do this or not will depend on the cost structure for such project. What is important is to underscore the fact that economic development in the town will be more difficult to get underway if no attention is given to improving the infrastructure.

(c) Road Network

At present, the town of Awe is traversed by about 14 km length of road. Most of these are part of the network of roads going from Oyo to other towns through Awe. For this reason, they tend to have a minimum width of between 8 to 12 metres. Only a limited portion, principally the stretch on the road from Oyo to Iwo is tarred. The rest are untarred stretches, poorly graded and badly drained.

Away from these roads, the town is a veritable labyrinth of footpaths and by-ways. More often than not, this labyrinth also serves as the path for storm water to course its way out of the town or for domestic slop water to drain away. Like with other traditional Yoruba towns, walking within Awe in the rain or in the dark can be hazardous for one who does not reside there permanently.

To induce the expansion of industrial and commercial activities in the town would require not only creating a new layout but also improving existing parts of the town which undoubtedly must provide residential accommodation for most of the workers likely to be attracted to the town. Much of what is involved here will be deferred to the section on physical development. What is, however, important is to emphasize that there would be need not only to improve access to the older parts of the town but also to create new road network in the newer part. Like with the situation in the rural areas, the most crucial in this regard may be the construction of small bridges or culverts where these are critically needed.

(d) Schools and Health Facilities

At present, Awe town has four primary and three secondary schools. These are:

Primary

1. First Baptist Day School, Oke Boda
2. Sarafadeen Primary School, Iwo Road
3. Christ Baptist School, Oke Odofin
4. St. Anthony's Catholic School, Ifo-Odan Road.

Secondary

1. Awe High School
2. Awe Community Grammar School
3. St. Joseph's Secondary School.

For the population of the town, there is no doubt that the number of schools would be adequate for quite some time to come. However, in serving as infrastructure, these schools are important largely in terms of how well they equip the children to have skills necessary for the economic development of this and other urban centres.

There would be need therefore to take an interest in the curricula of the schools. It would be useful, for instance, to know if any of the schools teach commercial or technical subjects. It may be that difficulty with purchasing the basic equipment for teaching these courses such as typewriters, sewing machines, etc or securing appropriately qualified teachers is what is holding back the school. On the other hand, it may be the decision from the Ministry. In either case, something would have to be done to make school curricula more compatible with the current need of the town.

There is, of course, the Government Technical College near the town. This institution should be seen as an infrastructural resource and some interest shown in the range of courses it offers. If it has a department of mechanical engineering, effort must be made to interest such a department in all aspects of the town's

development involving the use of machines and tractors.

Since education is free in Awe as in other parts of Oyo State, the crucial problem is consequently not so much the establishment of new schools as how to make the schools more functional in terms of current social and economic objectives of the community. This is why evaluation of their curricula is an essential project as well as the establishment of close relation between the central agency for the development of the community and the different levels of management of these various institutions.

Health Centres and Clinics are also important as part of social infrastructure. Again, like with the schools, Awe enjoys free medical facilities along with other parts of the State. However, in terms of actual health establishments, there are at present only four in the town. These are:

1. Awe Maternity Centre
2. Awe Dispensary
3. Primary Health Clinic (under construction)
4. Omoluabi Clinic & Maternity Home

(Private and Fee Paying).

Serious cases are referred either to Oyo General Hospital or are taken all the way to Ibadan.

It may be necessary to insist that the Primary Health clinic be up-graded to the level of a District Hospital to take care of the anticipated developments in the town. Although this is an essentially community service, it will be important for the central agency to induce the government to accede to this upgrading and to take interest in how efficiently this and the other government departments function so that the community may come to see the agency as interested in not only economic matters but also issues concerned with their welfare.

(e) Community Hall and Library

A town is a concourse of people living in close proximity in order to facilitate the co-ordination of their specialised productive activities. This co-ordination often involves large-scale assembly or representational meetings. This is the basis for a community or town hall. In traditional Yoruba society, no such town hall was necessary since the space needed was provided as part of the Oba's palace. The town assembly took place in the large open ground in front of the palace whilst representational meetings were held in the appropriate halls within the palace.

In modern times, although Obas still exist, the need for a town hall has become a matter of some importance. In the case of Awe, such a town hall should be made to

serve a number of purposes:

- (a) It should be the seat of the administration of the opticom and should provide adequate office and committee meetings accommodation.
- (b) It should provide ample hall space for major assembly of citizens of Awe town and its rural areas.
- (c) Its hall or auditorium should be designed so that it can serve multiple uses such as a theatre, a music hall, a social reception hall or even a gymnasium.
- (d) Part of the complex should serve as the Town Library and Reading Room.
- (e) The whole complex should be set within fairly spacious grounds which can be used for other purposes connected with the life of the town, e.g. any annual celebrations.

It is clear that the Community Hall so conceived must have a central location and eventually must become a salient point in the town. An allocation of land of about 50 to 100 hectares may be necessary to make the Community Hall serve its purpose effectively.

In spite of its importance, building such a hall

should not be accorded too high a priority precisely because as an investment, it has very little multiplier effect. This is, however, not to imply that its site and location should not immediately be demarcated and, if possible, fenced off to prevent encroachment.

(f) Recreational Facilities

If Awe is to grow as a modern town, it must pay some attention to the recreational needs of the different age groups within the town. There are, for instance, the children for which a children's playground would be required. This is not simply earmarking space. It involves investing in various equipment necessary to exercise all parts of a child's body and mind. The necessity for a children's playground may not be immediately obvious, but it will become more so as the level of economic activities grows.

For the young adult, schools' sportsground and football field provide a temporary relief. But there are no comparable community facilities nor are there swimming pools, tennis courts, youth clubs, dance hall, cinemas or similar amenities. Again, there is no urgency here, but these are areas to be watched as the town grows in status.

For the older population, it would be nice if opportunities were created for them to be able to walk around in a park, seat and ruminare or just relax. A town park is something worth serious consideration. It can either be established on its own or again be made an extension of the grounds of the community hall. In this way, it will have a certain centrality which would ensure its wide usage and appreciation by a large segment of the town's population.

4. Population Growth

Whether one is thinking of the enhanced economic opportunities likely to occur in Awe if the proposals in this document were implemented or one considers only the improvement in infrastructural facilities, the real implication is that more and more people will flock into Awe as the employment situation there becomes positively attractive. Already, the number of small-scale industries in the town has been increasing and the employment they offer has been growing. The same is true of commercial activities in the town as well as social developmental activities, notably in secondary schools.

It is doubtful, however, whether this has as yet translated seriously into a major shift in the rate of population growth. At present, the demographic dynamics in Awe should be no different from that of many small towns in the country. This would imply a rate of natural increase (that is, the excess of births over deaths) of about 3.0 per cent

per annum against which one must balance a net loss due to emigration of youths to other large cities and metropolitan centres of approximately between 0.5 and 1.0 per cent per annum. This would indicate a growth rate of between 2.0 and 2.5 per cent per annum.

The 1963 census gave the population of the town as 19,428. At the growth rate of between 2.0 and 2.5 per cent per annum, the population of Awe in 1982 can be estimated as between 28,307 and 31,060. If we accept a median position, then Awe's population in 1982 can be said to be approximately 30,000.

In projecting this figure into the future to reflect the anticipated changes in the socio-economic situation of the town, there is no fair basis on which to estimate the possible rate of growth say up to 2000 A.D. However, it is possible to conceive of the various developments giving rise to relatively slow, medium or rapid growth in the town's population. If, as shown in Table 5.2, we represent the trajectories by growth rates of 3, 4 and 5 per cent per annum, we have some idea as to the range within which the population of Awe town is likely to fall at different points in time up to 2000 A.D. According to the Table, by 2000 A.D., the population of Awe could have risen anywhere between 50,000 and 75,000. In other words, Awe would have been moving close to becoming a metropolis.

These rates of growth, even the lowest of them, imply not simply a reversal of present tendencies of net migration loss but more a net gain in the sense of many more people from other parts of the country

Table 5.2  
PROJECTED POPULATION OF AWE TOWN, 1982-2000

<u>YEAR</u>	<u>LOW GROWTH</u> <u>3%</u>	<u>MEDIUM GROWTH</u> <u>4%</u>	<u>HIGH GROWTH</u> <u>5%</u>
1982	29,684	29,684	29,684
1985	32,445	33,395	34,374
1990	37,610	40,637	43,843
1995	43,606	49,424	55,984
2000	50,522	60,140	71,449

migrating into Awe. In short, if the present programme of planned development were to come true, Awe can expect not only a more than doubling of its population within the next two decades but, more importantly an increasingly sharp differentiation in that population in terms of ethnicity, socio-economic characteristics and income levels. It is to meet the needs of this vastly diverse population that the physical development of the town must address itself.

5. Physical Development

If Awe is to have a population of over 70,000 by 2000 A.D. and if this population is to function and live in some orderly harmonious and aesthetically satisfying manner, certain basic principles of efficient town planning must be applied to its physical development.

Crucial to the operation of these principles is the identification of those elements of the urban structure which perform central services

for the inhabitants of the town itself and those others which serve the opticom at large. In the first category are:

1. The Community Hall, Library and Town Park
2. The Shopping and Office Complex
3. Markets
4. The Oba's or Balẹ's Palace.

These elements need to be located in the centre of the town. One of the difficulties of planning Awe at the moment is that this centre is not clearly defined. The present residence of the Balẹ is displaced to the northwest of the town, nor is there a market in the centre. Part of the reason for this is the high salience of the Oyo-Iwo road which runs through the northern part of the town.

In deciding on the new town centre, therefore, it will be advisable to locate it at a point on this road. This would mean that a northern thrust has been given to the direction of town growth and the plan of the town should reflect this. It would be necessary for the central agency for the development of the Awe opticom to deliberate and agree on the location and size of the central area which, from our point of view, can extend for between 100 to 250 hectares in the area north of the Oyo-Iwo road within the limits of the present town.

Once the centre of the town has been identified, the location of other functional areas becomes a matter of determining their ease of

access both to the centre and to other parts of the opticom. In this connection, the most critical elements become the network of roads. Within the network, the two strategic lattices are those of roads leading traffic to the centre and those leading it around and away from the centre. The former lattice can be said to exist in the form of the major roads cutting across the town. How these relate to the actual area designated as the town centre would be a matter of latter adjustment in designing the town plan. The other lattice is basically of the ring roads. There should be at least one ring road demarcating the older portion of the town and, as it were, restricting the expansion of its unplanned and higgledy-piggledly characteristics. Beyond this ring road, the town must now show a deliberate route and land-use plan and should now begin to wear the appearance of a modern town. It is in this belt beyond the ring road that provision must be made for one or more industrial areas, and for residential neighbourhoods of different density characteristics together with their range of socio-economic services such as schools, churches, markets, children play-ground and so on.

Translating all of this into a finished town plan is not feasible at this point in time. For one thing, it has not been possible to lay hands on an up-to-date map of the town. For another, there has not been enough time to undertake the type of detailed survey necessary to produce such a plan. These notwithstanding, it is important to stress that a town plan is no more than the image in people's mind. The preceding discussion has been directed towards helping to provide a mental frame for that image. Once that frame is properly positioned and focussed,

decisions can begin to be taken as to the town plan even when the designs of that plan is still of progress.

One such decision concerns the insistence that all families with houses on the main road should put them in a good state of repairs. This decision itself cannot be faulted, although it may be necessary to ensure that all houses in the process of being repaired or reconstructed do not go beyond the building line. Similarly, it may be of aesthetic significance to encourage all houses on the main road to preserve the present sky-line of one storey-buildings and conform to certain broad design.

Of considerable importance is the need to use the interest in giving the town a new face-lift to improve the informational basis for planning the town. This is specifically with respect to street naming and house numbering. This is one task which the central agency can take on as a matter of some urgency.

The physical development of Awe town can be no more successful than the economic vitality behind it. In that sense, physical planning can be said to be dependent on economic growth. On the other hand, locational decisions have the characteristic of not being easily reversible. Once a building has been put where it should not be, it is not always easy, politically or economically, to remove it. The town is then left to suffer for many years thereafter, the stream of negative consequences emanating from this wrong decision. Indeed, many problems of Nigerian cities today are the product of such decisions which are not so much wrong as being taken in a fit of absent-minded indifference and without due consideration.

It is to minimise such disfunctional consequences of rapid growth that it is necessary for a town from the very beginning to have a

physical plan. In other words, all physical plans are by their very nature long-term. Their role is to ensure harmonious and efficient relations among different users of land in the process of growth and development.

For Awe town, such a town plan is a necessity and must be produced within the shortest possible time. But the plan is not antecedent to decisions. It is itself the product of decisions taken in hopeful expectation. That expectation is in the realms of the economic and employment growth in the town. Its realisation depends on the determination and decisions of the town leaders. It is the potential for this realisation that must be reflected in the town plan, hence the need to see the plan as the result of collaborative effort between the technocratic town planner and urban designer and the leaders and elite of the town. It is through their joint deliberation that Awe can start its process of emerging as the prototype of the vigorous and dynamic small towns on whose prosperity and economic well-being the future of our country is going increasingly to depend.

Chapter 6

Institutional and Management Structure



1. The Awe Development Corporation.

The two preceding chapters have provided a number of proposals whose implementation is expected to transform the economic situation of Awe town and its rural areas. Implementation, however, requires a strategy of approach especially since in most planning situations there are always inadequate resources to meet the many conflicting demands set up by the plan. In dealing with this problem of conflict resolution and priority setting in the planning context, a primary element of any strategy, therefore, is to ascertain or establish a machinery for this purpose.

It is recognised that much of the impetus for seeking a new direction for the development of the Awe community has been by the Egbe Omo Ibile Awe, a broad-based association with unrestricted membership to all sons and daughters of Awe. The Egbe is a most crucial element in any proposal to transform Awe community, but it is too large and unwieldy to serve as the machinery to implement most of the decisions necessary to bring this transformation about. It is for this reason that it is being strongly recommended that the Egbe should set up the Awe Development Corporation as its operative organ.

The Corporation should be made a legal entity so that it can be accountable in all its actions and decisions to the Egbe. Its legal existence as a body corporate would also make it possible for it to enter into various relations and negotiations effectively on behalf of the people of Awe. It would also be able to receive monies and other gifts, donations and benefactions on behalf of the community.

The decision to establish such a Corporation is ~~the~~ the first step in the process of implementing the present plan. It would, of course, be necessary to seek further legal advice as to the viability of this idea or the particular form in which the operative organ of the Egbe can be established. All that is important to stress at this point is that once the Egbe has become dissatisfied with operating simply as a social club doing a little of this and that for its home town and is anxious to embark on a comprehensive economic and social development of the community, it is necessary and strongly advisable for the Egbe to protect its interests as legally as possible and seek all material advice to this end.

Once the Awe Development Corporation has been established, it will take on all of the responsibilities assigned to the central agency in the preceding chapters. In other words, it will be its duty to establish each of the Development Area Committees and to see that all their Primary Production Units are set up. It will also be its task to prosecute the industria-

lisation of Awe town with its concomitant programme of commercial, financial and physical growth. In all of this, the Corporation will have powers to set up other agencies or panels responsible to it.

In examining other areas of plan implementation in which strategic considerations are crucial, it is useful to structure discussion around the provision of those four factors without which no productive activity can be successfully undertaken. These are the production factors of land, labour, capital and entrepreneurship. How each of these can be effectively mobilised by the Awe Development Corporation and utilised in the process of developing the Awe opticom is what is spelt out in some details below.

## 2. Mobilizing the Land Resources

The land resources of the Awe opticom are owned by individual families and lineages. These resources are currently utilised at different levels of intensity. As shown in the chapter on rural development, some of the land can be more effectively utilised by the PPU as currently identified; others have to be left for the creation of new PPUs.

For existing PPUs, there is consequently no problem. The settlements in the PPU should be made to meet together to decide their own strategy of land consolidation to facilitate effective

mechanisation. It may be that some PPUs will want to embark straight on a co-operative enterprise for all stages in the production process and would want to demarcate a block farmland for the co-operative. The ADC would have to note this and help them, through their Development Area Committee, with planning an appropriate farm lay-out and co-operative work programme. On the other hand, the farmers may want to co-operate only at the level of land preparation, with each farmer managing his own portion of land thereafter. Here again, the ADC has a role to play in making this possible but also in trying to convince the farmers as to the relative inefficiency of this approach.

It is, however, with unused and under-utilised land that the role of the ADC becomes paramount. Since the expectation is that as soon as development gets under way, there is likely to be more youngmen of Awe origin wanting to stay on and engage in farming or to migrate back for the same purpose, it would facilitate matters if there is a central body to which all these new farmers can look for their supply of land. The Corporation thus can have families transferring the right to manage but not the right of ownership of unused land to it, whilst it can lease such land to the new farmers. The question of whether this should be for a fee and, if so, how much is one which should not be pre-judged especially in the initial stage. It should be left to be decided by the ADC on the basis of the viability and profitability of these farms. The same should be the position with regard to the payment of any royalties to the owners of the land. It should all depend on how

profitable the process becomes.

The ADC might have to engage in laying-out and pre-settlement development of these areas, if it is seriously to attract settlers to it. Especially if such settlers are people with their own capital to invest, and who therefore do not need to be part of a co-operative enterprise, it may be necessary to demarcate farms of different sizes such as 10, 25, 50 and 100 hectares. In order, however, not to inadvertently be the cause of serious income inequality within the rural area, there would be the need to set an upper limit of about 100 hectares to all farm allocations by the ADC.

One other group which the ADC should, as soon as possible, seek to allocate land of a minimum dimension of between 50 and 100 hectares to are the primary and secondary schools in the opticom. The introduction of free primary and secondary schools in Oyo State has meant the withdrawal from farm work of children who should have provided the next generation of farmers. Their withdrawal has involved not only a loss of labour but also a rupture in the normal transfer of skill and knowledge about farming which occurs in the traditional relation of father-and-son as they work together on the farm. This rupture must now be repaired, albeit in a more formal way, by the schools taking a hand in training the children in the arts and science of modern agriculture.

Ensuring that schools have a sizeable area of farmland is, however, to emphasize that the objective of the new school farms is

different from that of the past. The school farm is no longer to be a demonstration plot for children to see how cultivated plants grow. It is meant to be an economic enterprise which must make profit. As such, strict accounting and the proper keeping of books must be part of the operation. The children must also be taught the book-keeping aspects of agricultural production. At the end of the season, when all costs have been met and the credit need for the next season put away, the children should receive their share of the profit from the farm. Not all of this need to be paid in cash. Part of the profit could go to improve the school infrastructure or to purchase better teaching equipment; part could go to subsidise the costs of school uniform or of mid-day meals, part could also go to a savings account of the school. But whatever happens, part of the proceeds should be paid to the children as their own incentive to labour.

Details as to how school authorities can motivate their pupils and ensure effective participation are beyond the scope of this document. Suffice it to say that their task has been greatly lightened by the new policy of the State Government which itself actively supports such a programme. All that the school authorities in the Awe opticom need to do is thus to ensure that the programme also serves the special interest of the Awe community.

However, since money is involved, some of which would have to been provided by the Awe Development Corporation, the ADC has an important supervisory role here to ensure that no principal

or headmaster of a school converts the revenue from the farm to his own or other uses.

It may, however, happen that in the process of transferring the right to manage a piece of land there is conflict as to which family actually owns the land. Or there may be some dispute over land against the ADC itself. The traditional body for settling such disputes has always been the Bale-in-council, since in many ways it is the most knowledgeable depository about the history of land settlement within the opticom. There would appear to be no better body to perform this function and the idea should be to retain the present institution for this purpose and the ADC to keep it fully informed as to its activities generally but particularly with respect to land.

### 3. Mobilizing the Labour Resources

Apart from land, labour is the other major category of resources available to the Awe community to improve their own economic and social conditions. Labour is, however, an attribute of individuals of every age and sex, although its manifestation is stronger in the young of the male sex. To mobilize the resources therefore is a function of motivation and organisation. The situation takes on a particularly challenging aspect in the Awe opticom which like all parts of Nigeria outside metropolitan centres has lost a large proportion of its younger members to rural-urban migration or to educational institutions. Any mobilization effort must consequently take into consideration this particular factor.

One way of doing this is to recognise that apart from the labour of the rural population, there is considerable labour currently locked up in the schools. An important task of the ADC is thus to enter into discussions with the Oyo State Government, and especially the Ministry of Education, as to how to use the senior pupils of primary schools and those of the secondary schools to take part in much of the laborious tasks of establishing the infrastructure of the opticom. Locally, discussions would need to be held with the Principals of secondary schools and headmasters of primary schools to work out a viable system of integrating participation in community tasks with the educational curricula of the schools. These discussions would also need to involve the teachers who must all be fully briefed as to reasons for their involvement and the objectives of the whole programme. Since any programme requiring the participation of the children also by definition puts a demand on teachers as supervisors, the discussions must seek also to motivate the teachers to give of their best.

But the real targets are the children who as the inheritors of all of these efforts must not be left in the dark as to why their role is so crucial. As soon as the support and consent of the government have been obtained for this programme, the ADC must organise a speaking tour by its members to every school in the opticom to talk to the pupils about the new development orientation in the area and the special importance of their participation both as pupils and as adults.

It may, in fact, be necessary to assign the task of overseeing the promotional activities of the opticom concept in each school to two or three individuals appointed by the ADC. Such individuals would maintain continuous dialogue with the school and help in inviting speakers from inside and outside the opticom to come and address the students on different aspects of opticom development, bring back reports of achievements or problems to the ADC and generally make themselves available to help with any problems emanating from the school. These two or three individuals may or may not be members of the Development Area Committee (DAC). In a sense, it is advisable that they are not, so that they are not overburdened by too many responsibilities. However, whether they are or not, they must be co-opted to meetings of the DAC so that when activities are being planned they could provide an input about the role of schools in their execution.

An equally important group in the community whose participation must not be taken for granted is that of the women. The role of enlightened womanhood in maintaining the enthusiasm and faith in the early years of difficulties and disappointment should never be underestimated in an opticom. In particular, their enormous even though subtle power in influencing their menfolk and children should be deliberately harnessed and utilised. A cadre of women leaders should be built up so that women can be adequately represented in all the organs of the opticom and they should be made to participate in all speaking tours. This involvement of women should not be thought of as nominal. The critical element is enlightened involvement. Because

of their more protected position in society, women tend to be less well informed of the forces shaping their society or when they are, this is often at a superficial level. The ADC must be prepared to hold series of meetings with the women as a whole or with their leaders to really inform them of what economic development is all about and what self-reliance in bringing it about entails.

Not much need to be said about the mobilization of the adult male folk who are the front-line of labour in the community. The unit of their organization is the PPU, operating under the direction and surveillance of the DAC. In the case of the adult malefolk who are most likely to be farmers, the question of enlightenment is also a fundamental necessity. Series of meetings, discussions and deliberations must be held to enlighten all members of the PPUs as to what is demanded of them in terms of their labour, their capital contribution and their general participation in the management and activities of their PPU; their queries must be listened to and carefully answered or put forward for discussion and their confidence that this is their own thing must be assiduously built up. Every success or failure to meet particular assignment must be analysed and the role of their collaborativeness in determining the particular outcome traced and discussed.

With the three major groups that need to be mobilized clearly identified, it is worthwhile discussing the two types of activities for which the labour resources would need to be mobilised and utilised.

These are:

- (a) in creating needed social overhead capital; and
- (b) in undertaking productive economic activities.

Social overhead capital, as already pointed out, relates to all infrastructural elements of development such as roads, bridges, culverts, buildings, wells and dams, and so on. They do not directly yield a revenue or provide social satisfaction but are crucial for those activities which do. For each of the Development Areas, the minimum needs for social overhead capital has been indicated. These include the construction of kilometers of feeder roads and of bridges and culverts; the repair and maintenance of existing ones; the construction of various buildings of the agro-service centres; the damming of streams and so on. In Awe town itself, the tasks could also include the clearing of bushes for the park, the planting of park trees, the building of the town hall, library and so on.

In mobilising and utilising labour for social overhead capital tasks of these types, the critical principle to observe is that of "inter-group competition" and "perceptible interdependence". The Awe community both in the urban and the rural areas have been divided and organised into relatively small groups either as urban neighbourhood units or as rural primary production unit. Every social overhead capital task for which community labour is required should consequently always be divided up into units and allocated to each of the groups for completion within a specified time. Effort

should then be concentrated on ensuring that leaders of the groups are thrown into a competitive situation to see which group finishes first. This strategy can be employed at all levels of activities in the opticom. Within the PPU for instance, the competing groups are the settlement units; within the Development Area, the groups are the PPUs, whilst within the opticom, the groups are the Development Areas.

For productive economic activities for which revenue or income is earned, the appropriate principle to be observed is one of "equal compensation for equal work." To operationalise this principle requires the establishment of "unit work points" for different categories of activities. For putting in so many hours and completing certain specified tasks satisfactorily (the emphasis is on satisfactorily), individuals earn a number of work points which are then translated into cash compensation. This type of device will be important for work on communal farms and in other enterprises which yield a revenue and would be important to discourage individuals who just want to tag along, doing the minimum possible and hoping to get as much compensation as the others.

The criteria for deciding on work points are best left for determination to the group leaders involved in particular tasks. But they must be agreed to by all those taking part. Any dispute can either be settled internally or sent to a higher body on appeal. Establishing criteria and assigning work points to each criterion will not be easy initially, but it will become so with practice.

The principle is, however, not strange to rural folks since they already use it in determining what they should pay hired labour for work done on their farm. It is in fact an extension of payment for work done on a piece-rate basis.

Whether for social overhead capital or productive economic activities, the effectiveness of labour is both a function of its motivation and of its skill. It should thus be part of the task of mobilising the labour resources in the Awe opticom to take an inventory of available skills, to be prepared to hire from outside but, more importantly, to see how quickly such skills can be diffused among its own population. For example, feeder road construction or bridge construction needs some skill. It is possible that there are retired road supervisors or even road engineers among members of the community. Such individuals should be asked to be willing to impart these skills to selected members, say from each development area, who can then go back and see to similar work in their own area. If there are no such individuals who are sons of the soil, a search could be made for one or two such persons who will be willing to come over to train selected individuals in the essential practical aspects of the required skill. Such a search is sure to be more fruitful if undertaken through the network of influence of key members of the Egbe or the ADC.

Finally, it must be stressed that the critical test of the development of the Awe opticom is the extent that the leadership succeeds in not only mobilising the labour of its people, but also ensuring that progressively they are better informed about what is

happening all round, and are enlightened about their own role in dealing with any negative issues or problems or furthering the objectives of the opticom and of their portion of it. Constant and open dialogue between the leaders and the led is thus of the essence of opticom development. It involves tremendous investment of time as well as money. But it rests on the firm foundation that the only true development is the development of people, their ideas, their attitudes, their value systems and their behaviour pattern.

#### 4. Mobilizing the Financial Resources

In spite of the prevailing idea that Nigerians are poor and have no savings or financial resources to undertake their own development, daily events especially on such occasions as child-naming, weddings or funeral ceremonies belie such assertion. Certainly, the people in Awe are not rich, but they are neither so poor that they cannot, with their sons and daughters abroad, muster over time an increasing amount of financial resources to invest in the development of their area.

In thinking of the strategy for mobilising the financial resources of the opticom, it is necessary to relate this to the different agencies which would have responsibility in this field. The first and perhaps the most important is the Egbe Omo Ibile Awe, the organization which embraces all sons and daughters of Awe both at home and elsewhere in the country. At present, contributions are made to the Egbe usually through branches established in different

towns of the Federation. These contributions are either in the form of dues, donations or special levy for specific projects. It is important to insist that the Egbe should continue to function in this way and to build up financial resources on the basis of the "strong sense of social identification" with the hometown.

What should change, however, is for the Egbe to see this fund of money as something to be used for non-productive, even if socially desirable, projects. Rather, the new objective should be to use the funds in a way to stimulate the economic development of Awe land. In this connection, funding the Awe Development Corporation becomes a new and major challenge. Because it is important that the Egbe remains the supreme body in the opticom to which the Awe Development Corporation is responsible and answerable for its operation and its use of funds, it is imperative that the membership of the two bodies must be kept severely apart. "Money matters are not matters of fancy but of fact" and quite strict relations must be maintained with regard to accountability for the funds of the community. Separating the membership of these two bodies is to facilitate such strict accountability, although a case may be made for the President and Secretary of the Egbe to be ex-officio members of the Awe Development Corporation.

One of the primary functions of the ADC is to mobilise investible funds within and outside the Awe community. The critical



words here are "investible funds" which must be distinguished from dues, donations and special levies. Any direct financial contributions by members of the Awe community to the Awe Development Corporation must be in the form of shares in some enterprise for which dividend must be earnable. It is, however, important to stress that the Awe Development Corporation must never be allowed to go into business on its own account. It must help promote enterprises whose major shares must be owned by specific individuals. For example, the ADC can encourage an Awe indigene to float a company in which it is prepared to take 40 per cent shares and, if necessary, encourage other Awe sons and daughters to take say another 20 per cent. It could similarly go into such relationship with a non-Awe individual for an enterprise to be based in Awe.

The important issue involved here is to keep the ADC from being sucked into the problems of management and entrepreneurship. This is not to imply that the ADC will be indifferent to the quality of management and entrepreneurship in the businesses in which it is interested. Rather, such restraining principle is to minimise the temptation to nepotism and other negative considerations in the management of enterprises. By making enterprises to be owned largely by individuals, there is some guarantee that they would strive to make them as profitable as possible. The investment of the ADC in such enterprise thus serves only as a means of attractive or mobilising this type of finance to the homeland.

One area where the ADC could go into direct investment of a type is in laying out farms to lease to interested farmers. Again, here its major responsibility ends where the farm has been leased out. But, of course, it can participate with individuals in investing in a tractor-hiring service, a large poultry or piggery enterprise and so on, from funds provided not only by the Egbe but also by its own activities.

The ADC can, of course, also mobilise financial resources through getting the banks to loan it money for investment in particular productive activities. Indeed, if the members of the ADC are quite sophisticated in investment terms, bank loans provide them a veritable means of starting the process of mobilising investible financial resources within the Awe community.

Apart from directly mobilising financial resources in the various manners described above, there is the indirect system of mobilisation through effective exploitation of the network of influence of various members of the Awe community especially the elite sons and daughters abroad. This form of mobilisation requires first the identification of those institutions which can be induced to perform services for the Awe opticom and to internalize the costs of those services, thereby treating them as if they were financial grants to the community. A list of such institutions can be compiled for different aspects of what are needed for the development of the opticom. Such a compilation would be part of the Awe Development Corporation as and when the occasion arises. As an example, however, and specifically for the agricultural development of the opticom,

one can list the following institutions whose services and assistance would need to be canvassed and attracted to the Opticom:

1. Federal Ministry of Agriculture and Rural Development
2. National Green Revolution Committee
3. Ministry of Agriculture Oyo State (especially the Extension Services Unit and the Tractor Hiring Service Unit)
4. Ogun-Oshun River Basin Authority
5. The International Institute of Tropical Agriculture
6. The Cocoa Research Institute of Nigeria
7. The Nigerian Horticultural Research Institute.

The way the network of influence would have to be exploited in these specific cases is for the ADC to do the following:

- (a) find out all about the activities of each of these institutions.
- (b) identify specific projects on which they are embarked and the resources - manpower, machines and money - available to them.
- (c) identify the decision-making organs in the institution and the critical individuals within those organs.
- (d) identify an Awe son who knows any of them or can be made to relate to members of the organs.

Once these four steps are completed, the strategy is to present the Awe opticom as a receptive area for launching one of the projects of the institution. Indeed, the idea is to induce them either to want to adopt Awe as one of their project stations or to help the people with some of their own facilities. Whatever happens, the net effect should be the provision of services for which the community would otherwise have had to pay.

Finally, there is one category of financial resources which Awe town owes it to itself to generate but which, if it does not, would in the present circumstances of local administration probably go out of the town. These are the resources needed to run and maintain various services in the town. At present, much of this is limited to licence fees, poll tax and other types of fees. To this is added subventions both from the State and the Federal Government. All of these at present are collected by the Oyo South Local Government, of which Awe is a part. It is this Local Government that is meant to provide and maintain various services in Awe and some six towns and numerous villages. That the total fund available is grossly inadequate for the purpose is now a well known fact. That the Local Government as currently constituted can hardly be expected to be effective in really looking after the affairs of individual towns or settlements within it is something of which government is only dimly aware.

Nonetheless, it is clear that if Awe is truly to embark on its own path of self-reliant development, then it must also be

prepared at some stage to generate the necessary resources to provide it with needed services. As with all towns, the most efficient way for raising such revenue is through some form of property rating. Each building in Awe that demands and receives services from the town must be willing to pay its share of those services. This is the only way whereby Awe roads can be maintained and improved, that the water supply can be increased, that the library can be well stocked with books, that the refuse can be removed and disposed of and the recreation centre kept in good trim.

Property rating, however, involves a system of rational housing identification and quality assessment. This can easily be done and some system of rating agreed upon. This form of financial resources may not be immediately available but it is necessary to mention it so that as the town grows and becomes more complex, it is not allowed to degenerate and its environment to deteriorate in the way that is now so prevalent in most Nigerian urban centres.

##### 5. Mobilizing the Entrepreneurial Resources

Even as of now, there can be no doubt that the Awe opticom, small as it is, is blessed with an unusual proportion of enterprising individuals. Some of these are already fully engaged in developing their own business establishments in Awe and elsewhere. But there are many, who are still striving to make the right set of circumstances conjoin in their favour.

It is part of the responsibility of the ADC to encourage such entrepreneurs and help to put them on their feet. It has already been mentioned that one way of doing this is, to be willing to provide part of their investment capital. Another equally important way is to help provide such individuals a prospectus of what potential investment opportunities exist. In the previous chapter, the range of industries that can be established in Awe was indicated. It was also mentioned that commercial attaches from foreign embassies such as those of India or Germany can be invited to talk to would-be entrepreneurs about possible investment relation with their countries. Various other strategies may be devised to stimulate entrepreneurial development within the opticom

The important point to bear in mind is that the more of such enterprises, the greater the employment opportunities and the better the prospects that the resources available to both the ADC and the Egbe will be immensely increased.

In considering the range of possible enterprises that can be encouraged to locate in Awe, it is worth remembering that Awe is in reality part of the metropolitan area growing around the city of Oyo. As such, it is realistic to consider the whole nascent metropolis as the primary market for the product of such enterprises. Indeed, for some enterprises, the market can be assumed to extend as far as Ibadan, Iwo and Ogbomoshu. This is already the case in respect of some of the bakeries. It will surely become moreso with many of the other industries being projected.

Enterprise development, however, involves the mobilisation of not only entrepreneurial talents but also management capabilities. This is important for the commercial and industrial enterprises as well as the agricultural and new rural structures. It is particularly in respect of the latter that the Awe Development Corporation has to exert itself more than usually. The chapter outlining the development plan for the rural areas provides for the Development Area Committee to comprise of both members of the elite group and representatives from the PPU's. It also requires that representatives of settlement units or groups of settlement units form Committees for the primary production units. It cannot be assumed that the individuals so designated have clear ideas as to their tasks, responsibilities and obligations or that, if they do, they are automatically equipped to know how to go about accomplishing them.

One of the major strategies for mobilising management capabilities within the opticom is thus a programmed course of seminars. It is imperative that this course be treated more as seminars or workshop than formal training activities to emphasize that neither the individual leading the seminar nor the other participants have all the answers to the problems of mobilising, motivating and monitoring the activities of the rural population engaged in developing their own area. The thrust of these seminars is thus to exchange ideas as to how to be more effective. The seminars should involve more than one development

area committee at a time, but it should never be too large to prevent real exchange of views. It should also be opened to discussing problems which any of the members feel deserving of attention in his locality.

The Awe Development Corporation must give serious attention to the type of individuals whom it selects to head each of the Development Area committees. This is because it is not enough that such a person is known to be trustworthy, energetic and competent. It is equally important that he must be of a democratic turn of mind, willing to listen to the views of others and particularly to make them feel that their views are welcome and worthy of serious attention. This is of especial importance because the rural members of the Committee must not be made to feel any complex either in respect of their limited educational background or socio-economic background.

Considerations such as this may also dictate special seminars for Chairmen of Development Area Committees or even of the PPU Committee.

When a certain cohesiveness has been achieved among members of the Development Area or the PPU Committees, it may not be out of place to begin to introduce them to more specialised workshop type of seminars in which they are exposed to some rather technical ideas in farming, accounting, record-keeping or community organisation. Such seminars may involve inviting individuals from outside or using

some members of the community who are knowledgeable. The latter is often to be preferred, since an important aspect of opticom development is the higher intensity of inter-personal interaction among members of the opticom. This is not to say the opticom should always turn its back to the outside. Rather, it is to emphasize and underscore the importance of self-reliance in the successful outcome of opticom development.

The discussion on the strategy for mobilising entrepreneur talents and capabilities within the community clearly emphasises the fact that opticom development requires a heavy commitment of time. Indeed, if one thought of it more closely, time is of the essence of any development. By time here is not meant simply a unit of eternity. Rather, what is involved is the idea of persistent application. To bring up a child or to grow a crop takes time, but this does not imply standing by for time to pass. It is that series of things have to be done conjointly or sequentially, and these do fill up time.

The willingness of the privileged members of the Awe Community to commit ample time to the task of development is thus the first pre-requisite for the success of the present experiment. Whilst a sizeable portion of the time so committed will be taken up in discussions and in agreeing on specific lines of actions, it is imperative that decisions and implementation should be made

the very touchstone of members involvement. The Egbe Omo Ibile or the Awe Development Corporation or any of their agencies must evolve sanctions against failure to accomplish a given task within an agreed period except for really weighty reasons. Lack of seriousness should be severely frowned upon. This attitude is important to take from the very beginning because of the novelty of the idea of opticom development and the tendency for many to approach it with a high degree of scepticism which can be self-defeating in the long-run. Such scepticism may be unjustified on the part of some people, but the rural population can well give good reasons for this attitude from their long experience of public-sector intervention in the rural areas. It is thus worth remembering that "nothing succeeds like success". If the Egbe is going to pioneer a new direction of community development, then it must firmly determine to see to it that from the very beginning everybody appreciates and accepts the necessity of accomplishing any task assigned to it within the agreed time.