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CONTENTS

Editorial Board	ii
Contents	iii
Environmental Conditions of Wells and their Sustainability for Domestic Water Consumption in Gbagyi Villa, Kaduna State, Nigeria <i>G.I. Danjuma, B.R. Atiyong, J. Birga, I. Istifanus</i>	1
Some Features of Diurnal Rainstorms Over Ibadan Metropolis, Nigeria <i>A. Adediran and T. O. Jaiyeola</i>	11
In-situ Surface Temperature and Thermal Infrared Satellite Data Collection for Heat Island Evaluation and Data Comparison in an Urban Area in Southwest Nigeria <i>O.O. Tope-Ajayi, O. H. Adedeji, C. O. Adeofun and A. O. Akingbade</i>	21
GIS-based Suitable Site Selection for Internally Displaced Persons' Camps in Abuja, Nigeria <i>J. Oloukoi, A. O. Akingbade, O. G. Atureta and G. O. Enaruvbe</i>	30
Spatio-temporal Analysis of Igbo Traders and their Socio-economic Activities in Ilorin Metropolis <i>D. Ogunfolaji and A. Adeniyi</i>	45
Residents' Perception of Crime in Osogbo, Osun State, Nigeria <i>M.B. Gasu and A.O. Ezekiel</i>	53
Urban Densification and Land Surface Temperature in Kano Metropolis, Nigeria <i>H. A. Idris and A. I. Tanko</i>	63
Awareness and Perceptions on Registration of Births and Deaths in Sokoto State, Nigeria <i>L. Barau, M. Sani, H. Dangaladima and H. S. Muhammad</i>	75
Sustainable Cooking Energy Use among Low-income Urban Households of Abeokuta Metropolis, Ogun State Nigeria <i>A. S. Aguda and O. O. Adu</i>	87
Monitoring Spatial Variation of Ambient Air Pollutants in Alimosho Local Government Area of Lagos State <i>O. S. Adejobi</i>	99
Geospatial Monitoring of Vegetation Vigour in Kuyambana Game Reserve, Zamfara State, Northwestern Nigeria <i>A. M. Jibrillah and I. Hamisu</i>	113

Mobilizing the Community-based Organizations for Sustainable National Development in Ondo Senatorial District, Ondo State, Nigeria <i>T. A. Omolade and O. S. Eludoyin</i>	121
Quantification of Fuelwood Supply to Kano Metropolis, Nigeria <i>U. K. Mohammed</i>	131
Influence of Climate Change on Adoption of Agricultural Technologies by Farmers in Katsina State, Nigeria <i>T. Ibrahim and I. B. Abaje</i>	141
Internally Displaced Persons and the Achievement of Sustainable Development Goals in Nigeria <i>M. M. Sackflame, B. Omitola, A. A. Omitola</i>	153
Irrigation Water Quality Assessment of River Wupa, Abuja North Central Nigeria <i>A. J. Adano, N. D. Marcus, J. I. Magaji and O. D. Opaluwa</i>	163
Impact of Urban Sprawl on Land Use Dynamics In Suleja, Niger State, Nigeria <i>K. A. Mohammed, A.S. Abubakar, M. Muhammed and M. Dalil</i>	174
An Exploratory Analysis of the Impacts of Landuse Transition on Nigeria's National Economic Development <i>O. O. Fabiyi</i>	183
Assessment of the Impact of Urban Growth on Agricultural Lands in Zaria and its Environs <i>R. E. Agbo, E. Ikpe and A. Mayowa</i>	194
Note to Contributors	204



MOBILIZING THE COMMUNITY-BASED ORGANIZATIONS FOR SUSTAINABLE NATIONAL DEVELOPMENT IN ONDO SENATORIAL DISTRICT, ONDO STATE, NIGERIA

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Abstract

The study identified the community-based organizations (CBOs) and their structure in the Ondo Senatorial District in Ondo State to assess the distribution pattern of developmental projects embarked upon by them in the area and examine the level of community participation in the developmental activities. The locations of the CBOs' projects were captured with the aid of global positioning systems (GPS). Furthermore, 1535 copies of the questionnaire for the household and 150 copies of the key informant questionnaire were used to collect data on community development, decision making, planning processes and implementation of policy, and of residents and major stakeholders on the level of involvement in community development programmes using a multistage sampling procedure which was based on the level of development and population. Descriptive statistics in form of percentages and inferential statistics in form of Spearman's rank correlation were employed for the data analysis. Findings showed that of the total CBOs identified in the study area, 52% were Community Development Associations (CDA), 36% were Resident Associations, 11% were Town Unions, and Youth Association made up 1%. The CBOs were generally structured into an organogram containing the administration of the President (55%), Vice President (62%) and other members of the executive (Secretary, Treasurer, Financial Secretary and Public Relations Officer) with the responsibility towards the CBOs' objectives to the host communities. Whereas borehole/water projects constituted the largest (30%) contribution of the CBOs at Idanre Local Government Area (LGA), the largest financial contribution occurred at Ifedore LGA. In addition, the CBOs made at least 95 million naira as financial donations and completed 60 water projects between 1989 and 2015. The levels of community participation in developmental activities varied as attendance of meetings of developmental discussion (62%) and financial contributions (14.9%) in the area, and these were fairly but significantly correlated with the socio-economic characteristics of the residents ($r = -0.1 - 0.4$; $p < 0.05$). The study concluded that CBOs' activities promote infrastructural development and improve livelihoods in the area.

Keywords: Community-based organizations; Mobilizing; National Development; Sustainable

Introduction

Non-Governmental Organizations are private, voluntary, non-profit organizations independent of any government and funded through individual and corporate donations, levy imposition on members, and grants from international agencies and governments (Agbola, 1988, Fowler, 1987). Community-based organizations are also voluntary organizations. They are voluntary because membership depends on individual choice, though at times, membership may be compulsory, as in the case of certain trades or professions such as the market

women's unions. The three terms most commonly used in the literature often interchangeably are Non-Governmental Organizations (NGOs), Private Voluntary Organizations (PVOS) and Community-Based Organizations (CBOs). The first term is the most widely used as the umbrella organization within which the latter two can be subsumed depending on the scale of operation ((USAID, 1984).

Nden (2004) sees CBOs as those organizations which are involved in various developmental activities that enhance the living standard of their communities. They are non-profit-oriented organizations that help

promote economic activities and provide infrastructural facilities. CBOs act as facilitators or are means through which initiatives are executed within or diffused into communities (Korin, Araya, Idris, Brown and Claudio, 2022; Women Deliver, 2018).

The Non-governmental efforts at community development, to different degrees, are as old as the modern state system. Indeed, it can be argued that this was a natural tendency that developed outside the structures of formal governance intuitions and their delivery capacity. It was much later that the growing gap between the performance of governments in relation to the aspirations of their peoples, especially in the poorer segments of the world characterized by weaker state structures, became the overriding propellant for community action and initiative at development (Mabogunje, 1995, 2004; Okafor, 1998; 2001, 2003; Aguda, 1998; Adejunmobi, 1990; Anyanwu, 1992; 2002; Akinyemi, 1994; Abiona, 2009 Abiona and Bello 2013; Udoye, 1986; Moughalu, 1986). In the late 1980s in Nigeria, attempts by the defunct Directorate of Food, Roads and Rural Infrastructure (DFRRI) to identify, list, and codify such communal non-governmental groups (NGOs) that were directly involved in development initiatives put their number at over 100,000 (Koinyan, 1992). Over the years, the number has continued to increase as new groups, each with a distinct focus, but everyone committed to the basic principle of collective non-governmental involvement in development, have continued to emerge. Such are always usually committed to the mobilization of the citizenry in the local community to provide basic material needs and psychological support for individuals and an environment propitious for creative socio-economic undertakings for all.

The boost in the number and activities of these organizations in Nigeria coincided roughly with the onset of the country's deepening economic crisis and the attendant systematic breakdown of the structures of the Nigerian state, which became the aspirations of a large majority of its population (Mimiko, 1992; Mimiko and Awude, 2006). Things were so bad that international development agencies put the number of Nigerians living under the poverty line at 70% of the total population United Nations Development Programme (UNDP)(2013). Thus, as the state became increasingly irrelevant to the development needs of the people, many communities decided to take on the challenge and design varying types of intervention programmes to occupy the space

vacated by the state in the developmental agenda.

The single most important activity of these communities was the annual organization of a Community Day (CD). These were characterized by a huge mobilization of the members of each community and their friends and associates from across the world, the mobilization of funds, mainly through voluntary donations and mutually agreeable levies, and the initiation of specific development projects to be completed in most cases before the following CD. It was, above all, usually a celebration of the community, its people, culture, accomplishments and aspirations in a carnival-like manner on an annual basis.

The critical dissonance between the aspirations for development and the commitment of the emergent post-colonial leadership in Nigeria to rent-seeking and all forms of primitive accumulation provides a key explanation for the growing culture of mass poverty in the country and the helplessness of state institutions in the circumstances. These are the same forces that promote primitive accumulation through the instrumentality of the state that *ipso facto* reproduces poverty for the generality of the people. The problem is compounded by the tendency of a top-down approach to development in the country, especially in the formation and execution of so-called development projects. Thus in many cases, what comes up as development projects are virtually useless to the community whose aspirations, needs and priorities are hardly considered by the state officials who already have a fixed idea of what each community requires and must get. Yet, for some communities, it is a question of outright neglect by the government, especially in the context of what Professor Richard Joseph referred to as prebendal politics (Mimiko, 1992). This is an arrangement under which governmental power and resources are deployed in a concentric circle format with state officials taking care of themselves, their immediate families, their immediate communities and then the broader national constituency in that order. In most cases, funds for development are hardly adequate to get to the immediate community. It becomes a huge challenge in the circumstances for communities that are not represented, in any significant way, in the structures of relevant governmental institutions to be considered for concrete developmental projects.

It then gets to a time in the life of a community that, having assessed its profile in development and the opportunities available for the future, a decision gets taken by those imbued with the relevant vision to

directly get involved in the development agenda rather than wait endlessly for a state which in the Nigerian context arguably progressively loses its capacity for delivery. It is at this juncture that it becomes imperative for community-based organizations to come in and make their impacts.

Conceptual Framework

Sustainable development connotes development that endures and last; one that will not roll back or recede, even in the face of threatening reversal waves (Omotola, 2006). It is a development that can guarantee the protection of the environment and resources today and tomorrow. It is also one that is self-sustaining and meets the need of present and future generations (World Bank, 2001). Sustainable development is multi-dimensional and seeks to promote spatial, social, political, economic and psychological linkages, not only among the different sectors of the economy but also among the different regions of the national economy. As such, it encourages the equitable distribution of wealth rather than merely emphasizing Gross National Product (GNP) alone. Sustainable development connotes a programme of development which caters for immediate and future generations in a community. It denotes the maintenance of already established statutes to accommodate changes and plan steady growth in the community (Omotola, 2006; Diego blog, 2019).

The principle underlying the concept of sustainability is that convectional approaches to development would gradually be changed to focus on people as the ultimate development target. Development should be based on the needs of the people through citizen participation and self-help. Federal Republic of Nigeria (FRN)(1998) stated that it depicts a vision of the development of people, largely by their effort as participants, stakeholders and beneficiaries. The concept also emphasizes cognizance of the natural environment, socio-cultural, economic and political structure, participation, the institutional framework and other factors of sustainability that can make development meaningful.

Therefore, sustainable rural transformation encompasses several aspects or dimensions, which Eboh, Okoye and Ayich (1995) itemize as economic, human, environmental, technological and institutional. Sustainable development along the economic dimension would mean the commitment

of resources towards continued increases in rural outputs, productivity and incomes. It entails tackling rural-urban disparity in physical infrastructure and in economic opportunities by making economic resources like credit, and other productivity capital available to rural producers, adequately and timely. Sustainable development in environmental dimensions means the natural resources (including land or soil, forests, water bodies and wild lives) while are being presently exploited so that future generations can meet their needs from the same resources. Sustainable development is a nullity without a strong human capital base. This means investing in the human capital needed for continuing rural development and enabling fuller use of human resources available in the rural arrears. By improving education and health services, combating hunger and alleviating poverty, the social well-being and welfare conditions of rural people significantly become better.

Aim and Objectives

The aim of this study is to examine the structure and developmental activities of Community-Based Organizations in Ondo Central Senatorial District of Ondo State, Nigeria.

The specific objectives of the study are to:

- a) identify the community-based organizations and their structure in Ondo Central Senatorial District of Ondo State, Nigeria;
- b) assess the spatial and temporal distribution pattern of developmental projects embarked upon by these community-based organizations in the study area;
- c) examine the level of community participation in developmental activities in the area;
- d) assess the functionality and method of maintenance of development projects in the area of study; and
- e) examine the challenges facing community-based organizations in facilitating development projects.

Significance of the Study

The significance of this study lies in the fact that it explores the possibility by which the organizational structure of community-based organizations could influence their performance in development capacity. Within the last five years, there has been a

greater synergy between the government and the people through the provision of funds for executing people-oriented projects. However, there is a paucity of studies on the synergy impact on the execution and sustainability of development projects in Nigeria. The current emphasis now is community-driven development. This study set out to evaluate in concrete terms the success of this policy.

Material and Methods

The 2006 National Population census put the population of Ondo Central Senatorial District at 1,322,203 people (FRN, 2009). Using a three per cent (3%) growth rate, the population projection for the year 2014 is 1,675,231. The density is 378 persons/km². Ondo Central Senatorial District contains six local government areas. These include Akure North, Akure South, Ondo West, Ondo East, Idanre and Ifedore (Fig 1). The ethnic composition of the area is largely from the Yoruba subgroups of the Akure and Ondo peoples. Major towns include Akure, which is the state capital, Ondo, Idanre, Ilara-Mokin, Igbara-Oke, Bolorunduro, Owena and Ijare.

The climate is tropical, with two distinct seasons: the

rainy season (April-October) and the dry season (November-March). The temperature throughout the year ranges from 21°C to 29°C, while humidity is relatively high. The annual rainfall varies from 2,000mm in the Southern parts to 1,150mm in the Northern areas. The rainfall decreases in amount and distribution from the coast to the hinterland. As a result, the State enjoys generally luxuriant vegetation. A high forest zone (or rain forest) is found in the South, while the Northern fringe is mostly sub-savannah forest.

The District has abundant natural resources, which include renewable resources such as timber, oil palm, rubber, cashew, cocoa, coffee, and kola nuts. The area is the highest producer of cocoa in Nigeria (Ojo, 2016). The favourable ecological and climatic conditions favour the cultivation of a great variety of both cash and food crops. Notwithstanding these potentials and opportunities, there are several challenges external to the agricultural sector that impact negatively on it. These challenges include inadequate infrastructure, inconsistent public policies, government bureaucracy, etc., which combine to frustrate the exploitation of available opportunities within the entire economy.

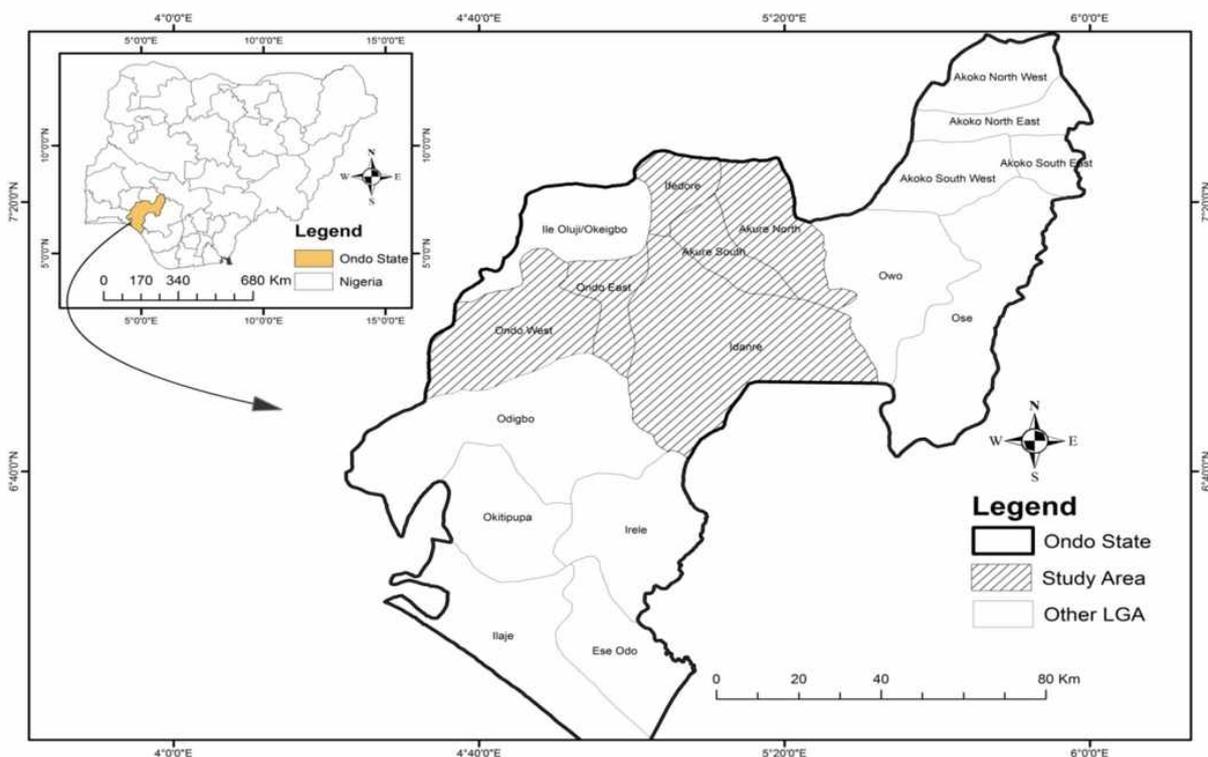


Fig. 1: Ondo State Showing Ondo Central Senatorial District (Study Area) with Nigeria inserted
Source: Ondo State Surveys, Akure

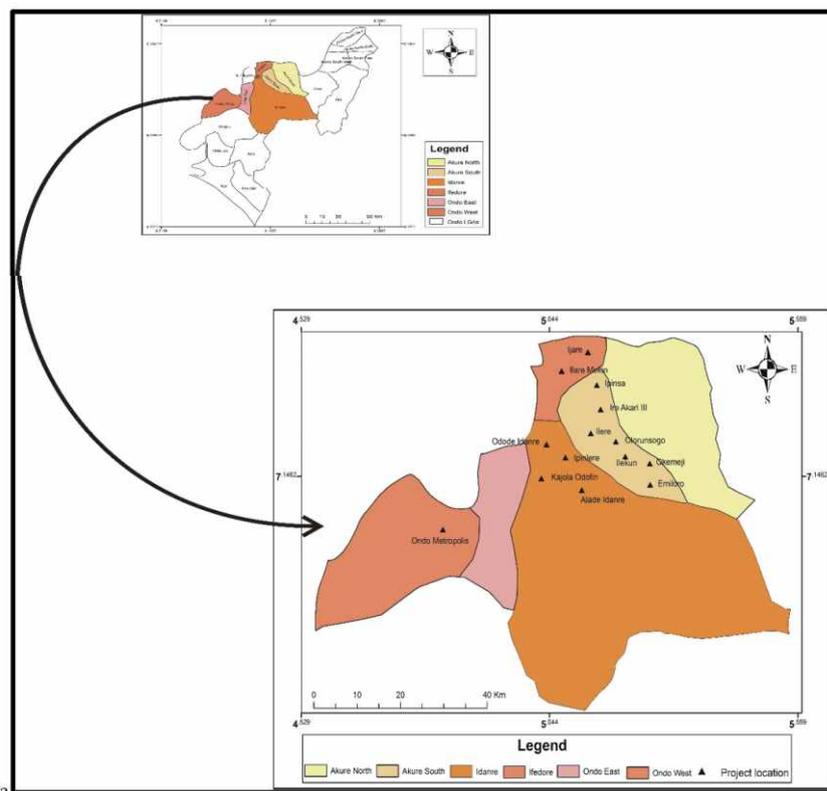


Fig. 2: Ondo Central Senatorial District showing the spatial distribution of executed projects by the CBOs.

Data used were obtained from both primary and secondary sources. Primary data involved mapping the locations (x, y) of projects by CBOs (Fig. 2), administration of two sets of questionnaires and conduct of interviews to obtain responses from key officers of CBOs on community development, decision making, planning processes and implementation of policy, and of residents and major stakeholders on the level of involvement in community development programmes. The locations of the CBOs' projects were captured with the aid of global positioning systems (GPS), which assisted in getting the recordings of the longitudes and latitudes of the projects (Fig. 2).

A multistage sampling procedure was adopted for the selection of the sampling frame. First, the study area was delineated into rural and urban regions, and the two most important settlements in each region were selected based on the availability of functioning CBOs and settlement functions. Second, the selected settlements were categorized into four different population strata (less than 10,000, 10,000 – 19,999, 20,000 – 29,999, 30,000 and above). Third, key officers and major stakeholders of the CBOs in each were identified for conducting interviews and questionnaire administration on community development and implementation policy. Finally,

houses in each selected settlement were listed and numbered for questionnaire administration on residents, through the household heads, on the level of involvement in community development programmes. In all, 1,535 residents (0.75% of the total population of selected settlements based on 2014 estimate of the National Population Commission) and 150 key officers and major stakeholders of CBOs were administered questionnaire to. The secondary data were attributes of the CBOs and the communities of their locations, and these were extracted from Statistical Bulletins and land use maps. Data were analysed using percentage distribution and Spearman ranking correlation.

Results and Discussion

The study identified that of all the CBOs in the study area, 52% were Community Development Associations (CDA), 36% were Resident Associations, 11% were Town Unions, and Youth Associations made up 1%. The CBOs were generally structured into an organogram containing the administration of the President (55%), Vice President (62%) and other members of the executive (Secretary, Treasurer, Financial Secretary and Public

Relations Officer) with the responsibility towards the CBOs' objectives to the host communities.

In the study area, thirteen developmental projects were identified (Table 1). These included, amongst others, the award of scholarships to indigent students, the construction of palace/town halls or civic centres, the construction of bridges, and road construction/maintenance. Others included electrification, loan disbursement, donation of funds, enlightenment campaigns, provision of health facilities and others. The location of these projects in their respective local government areas is also indicated in Table 1 and Fig. 2.

The provision of boreholes/water projects is the most common developmental project embarked upon by the CBOs, 17% of the organizations indicated this. (Table 2). This is followed by enlightenment campaigns (11%), donation of funds (10%) and building of recreation centres (9%). The least attention is given to loan disbursement (4%), electrification and construction of bridges (5%), award of scholarships to indigent students, installation of billboards and construction of palace/town halls, all having (6%) respectively. The provision of portable water is very important, especially for preventing water-borne diseases, which

accounts for its popularity amongst the CBOs. Donations of funds for specific developmental projects or Community Day and enlightenment campaigns are two other important focus areas. The enlightenment campaign includes health talks amongst the aged and career talks in secondary schools to assist them in making a good career choice in future. The construction of the palace and the building of primary schools, especially in rural areas, are equally important. These take care of the basic education of the young ones and the grassroots administration of the people.

Other developmental projects that are of interest to the CBOs include the building of town halls and health facilities; 6% of the organizations claimed to be involved in these projects, respectively. Installation of billboards for image projection of these communities is one of the projects embarked upon. This is usually installed at the two extreme ends of a community to inform visitors.

As regards the spatial distribution of the projects, they are not evenly distributed (Fig. 2). There are some that are common to all the local government areas, and there are some that are restricted to some local government areas, as reported by the CBOs. Table 2 gives the summary of the types of projects

Table 1: Types of Developmental Projects Executed by the CBOs

S/N o.	LOCATION: LGA/ COMMUNITY*	LAT(N)	LONG(E)	TYPES OF PROJECTS
1.	AKURE: Ipinsa	07°19'06.3"	005°8'45.9"	Renovation of rural market, grading of roads and maintenance and loan disbursement
	Ilekun	07°11'51.7"	005°13'38.6"	Palace, renovation of a health centre, and grading of roads
	Emiloro	07°10'23.3"	005°13'45.6"	Town hall, grading of roads
	Okemeji	07°17'56.2"	005°10'37.8"	Block of classrooms
	Olorunsogo	07°12'37.3"	005°10'53.5"	Extension of rural electrification
	Ire Akari III	07°18'00.2"	005°10'31.6"	Construction of roads and grading of roads annually
	Ilere	07°19'09.3"	005°10'03.4"	Construction of market stalls, grading of roads and health centre
2.	ONDO: Ondo Metropolis	07°05'28.8"	004°50'04.8"	Building of health centre Civic centre, bore holes, award of scholarships, donation of funds to Community Day and Enlightenment campaign
3.	IDANRE: Odode Idanre	07°11'27.1"	005°11'59.2"	Renovation of Youth Centre
	Alade Idanre	07°09'00.2"	005°06'00.4"	Solar Power installation
	Kajola Odofin	07°07'12.4"	005°12'18.4"	Bore hole, Health centre and Town hall
	Ipinlere	07°06'26.2"	005°12'34.3"	Health centre and bore hole Health centre and bore hole
4.	IFEDORE: Ilara Mokin	07°20'53.5"	005°06'52.3"	Palace, Magistrate court, Town hall and Award of scholarship
	Ijare	07°22'00.5"	005°10'00.6"	Hospital, Bore hole, Police station, Culverts and bridges

and the percentage of CBOs in each local government areas that are involved in their execution.

Out of the thirteen developmental projects reported by the CBOs that they are involved in, only two of them cut across. These are the provision of boreholes/water projects and the donation of funds. However, the involvement of the CBOs differs. For example, water provision is the most important project embarked upon in Ondo LGA (15.5%), followed by Akure (12.5%). In the four LGAs, Akure took the lead as far as a donation of funds is concerned, with 12.5% of the CBOs indicating interest.

There are some projects that are limited to two local government areas. For example, the installation of billboards, loan disbursement, construction of bridges, electrification, provision of health facilities, the building of primary schools and the building of recreation centres are limited to Akure and Ondo LGAs. Again, construction of palace/town halls was only indicated in Akure and Ifedore LGAs, while road construction/maintenance was only indicated by Ondo and Idanre LGAs. There are some projects, too, that only three out of the six LGAs were

involved. These included an award of scholarships (Akure, Ondo and Ifedore LGAs) and an enlightenment campaign (Akure, Ondo and Idanre LGAs).

In all, sixty (60) projects were commenced and completed within a period of twenty-six (26) years, that is, between 1989 and 2015 and a total of ninety-five million (N95,000,000.00) was generated within the same period. Majority of the people were involved in community development (90.3%) (Table 3). The nature of involvement included meeting attendance (62%) and financial contribution (14.9%).

Finally, the question on the level of involvement reveals whether they were passive or active in their participation in community development programmes. Table 4 presents the analysis. About 10% of the respondents indicated that they were not involved in CDP, while 11.8% showed a passive attitude. About 80% of the respondents indicated active participation in CDP. This is indeed encouraging and showed why many projects were successfully executed.

Table 2: Spatial Distribution of Developmental Projects on LGA Basis

SN	Types of Developmental Project	Percentage (%) of projects executed by the CBOs on Local Government Area Basis				
		Akure	Ondo	Idanre	Ifedore	Total
1	Award of scholarship	1(2.5)	4(8.9)	0(0)	1(20.0)	6(6.0)
2	Installation of Billboards	3(7.5)	3(6.7)	0(0)	0(0)	6(6.0)
3	Loan Disbursement	3(7.5)	1(2.2)	0(0)	0(0)	4(4.0)
4	Construction of bridges	3(7.5)	2(4.4)	0(0)	0(0)	5(5.0)
5	Electrification	4(10.0)	1(2.2)	0(0)	0(0)	5(5.0)
6	Enlightenment campaigns	5(12.5)	2(4.4)	4(40.0)	0(0)	11(11.0)
7	Provision of health facilities	2(5.0)	4(8.9)	0(0)	0(0)	6(6.0)
8	Provision of boreholes/water project	5(12.5)	7(15.5)	3(30)	1(20.0)	16(16.0)
9	Construction of Palace/Town halls	4(10.0)	1(2.5)	0(0)	2(40.0)	7(7.0)
10	Building of Primary Schools	4(10.0)	4(8.9)	0(0)	0(0)	8(8)
11	Building of Recreation centres	1(2.5)	8(17.8)	0(0)	0(0)	9(9.0)
12	Road construction/maintenance	0(0)	6(13.3)	1(10.0)	0(0)	7(7.0)
13	Donation of Funds	5(12.5)	2(4.4)	2(20.0)	1(20.0)	10(10.0)
	TOTAL	40(100.0)	45(100.0)	10(100.0)	5(100.0)	100(100.0)

Table 3 : Involvement of Members in Community Development Programme

S/No.	Involvement of Members of CDP	Akure LGA		Idanre LGA		Ifedore LGA		Ondo LGA	
		Freq	%	Freq	%	Freq	%	Freq	%
1.	Yes	740	89.9	105	96.4	119	93.3	422	88.0
2.	No	79	9.7	4	3.6	9	6.7	57	12.0
	Total	819	100.0	109	100.0	128	100.0	479	100.0

The total number of respondents is derived by the addition of **No** and **Yes** responses, which are **1535**

Table 4: Level of Involvement in CDP

S/No.	Level of Involvement	Akure		Idanre		Ifedore		Ondo		Total	
		Freq	%	Freq	%	Freq	%	Freq	%	Freq	%
1.	None	80	9.8	2	1.8	7	5.5	63	13.2	152	9.9
2.	Passive	88	10.7	8	7.3	13	10.2	72	15.0	181	11.8
3.	Active	445	54.3	98	89.9	97	75.8	270	56.4	910	59.3
4.	Very Active	206	25.2	1	.9	11	8.6	74	15.4	292	19.0
	Total	819	100.0	109	100.0	128	100.0	479	100.0	1535	100.0

Test of Hypothesis

H₀: There is no significant relationship between socio-economic characteristics and level of involvement in community development.

H₁: There is a significant relationship between socio-economic characteristics and the level of involvement in community development.

The relationship between socio-economic characteristics of residents and the level of involvement in community development was tested using the Pearson Product Moment correlation coefficient. Seven variables (sex, age in years, marital status, level of education, nature of occupation, monthly income and length of residency) representing socio-economic characteristics were considered independent variables, while the level of involvement in community development was selected as the dependent variable.

The result shown in table 5 reveals that there is a negative but weak correlation between the level of involvement and the sex of respondents ($r = -0.085$, $P < 0.05$). It means the gender of residents affects the level of involvement in community development. However, in this case, the correlation is also weak but negative. There is a positive but weak correlation between the level of involvement and age of respondents ($r = 0.377$, $P < 0.05$). It means as the age of residents increases, the level of involvement also increases. The same goes with marital status ($r = 0.210$, $P < 0.05$), monthly income ($r = 0.116$, $P < 0.05$) and length of residency ($r = 0.296$, $P < 0.05$), meaning that there is a positive but weak relationship between marital status, monthly income, and length of residency of the people and level of involvement in community development.

On the other hand, there is a weak but negative relationship between the level of education ($r = -0.10$, $P < 0.05$) and nature of occupation ($r = -0.079$, $P < 0.050$) on one hand and the level of involvement in community development. This means the level of education and nature of occupation affects the level of involvement in community development.

Table 5: Correlation between level of involvement and Socio-economic variables

Variables	Level of Involvement	
	R	P
Sex	-0.085**	0.001
Age	0.377**	0.000
Marital Status	0.210**	0.000
Level of Education	-0.102**	0.000
Nature of occupation	-0.079**	0.002
Monthly Income	0.116**	0.000
Length of residency	0.296**	0.000

**Correlation is significant at the 0.01 level (2-tailed).

Conclusion and Recommendations

Grassroots participation in the development process remains an effective strategy for accelerated development, especially now that the country is experiencing an economic downturn. It has the advantage of ensuring sustainable development because the people are carried along right from the planning stage to the implementation stage. The involvement of the people in development in recent years has continued to gather momentum. This is traceable to the increasing awareness on the part of the people on the need to embrace change and champion the course of their development. This explains the sustained interest of people at the grassroots to be involved in the management of local affairs. The situation has increased development activities at the micro level. This observation justifies the application of the Bottom-Up Approach to development as developed by Stohr and Talor (1981) and later developed by Parkar (1999).

Grassroots participation in development programmes plays a vital role in community development programmes. Local participation is at the heart of a people-centred development paradigm, and looks up to empowerment and people's sovereignty as the defining principles of authentic sustainable development. Development in such circumstances becomes a people's movement and provides people with the opportunity and

environment for self-sustaining development. The task of community development is an enduring one which should not be left to the government alone. Community leaders must therefore join hands with themselves and with relevant Non-Government Agencies. CBOs will continue to aid the bottom-up approach to infrastructural and economic development. The need to continue exploring this aspect of society will remain germane to the welfare of the human race, the development of communities and alleviating poverty.

Recommendations

There is no doubt that the CBOs in the area of study have done well, but they are being hampered by certain challenges. In a bid to reposition them, some recommendations are hereby presented concerning the current challenges militating against their effectiveness.

- *Re-education and Re-orientation Programmes*

To solve the problems of apathy on the part of members and lack of transparency and mismanagement of resources on the part of leaders, there is the need for re-education and re-orientation programmes both for members and leaders of these organizations. These enlightenment programmes will aid in training, community development, self-help programmes and strategies, entrepreneurship, management and accounting.

- *Improving the financial base of CBOs*

The cost of executing CBOs projects is borne by the members, therefore, there is a limit to which CBOs could finance meaningful developmental

projects. In order to improve the financial base of CBOs, there should be assistance from UNICEF, the Dutch, British and American Foundations. This would make the objective of the CBOs to be actualized on time.

- *Need for partnership among CBOs.*

There is a need greater synergy and partnership amongst CBOs in community development programmes. The current practice, where each CBO sees itself as an independent and separate entity which does not finance and execute projects in partnership with one another, does not accelerate the desired community development. When two or three private voluntary organizations cannot finance a joint project together, it becomes practically impossible for the CBOs to execute any project in partnership with a public agency such as the Local Government.

- *Continuity of good Government Policy.*

One of the problems facing Nigeria as a nation is the discontinuity of good government policy by successive regimes. The present government policy of 3i's, that is, infrastructure, institution and industry initiative, is a laudable one, and everything must be done to make it outlive the present administration for sustainable rural transformation.

- *CBOs' efforts should be seen as complementary.*

Despite the laudable and generally accepted value of self-help in rural community development, it is instructive to state that it should not be used to replace the role of government in rural community development in Nigeria.

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