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## Entrepreneurialism: A Quest for Philosopher-Entrepreneurs

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### Abstract

*Through critical analysis of the phenomenon, 'economic development' the paper identifies the perpetual level of underdevelopment in African nations as not only statistically worrisome but also dehumanizing. The paper establishes entrepreneurship as an art in the absence of which economic growth is impossible. While articulating the need for a conscious cultivation of an enterprise culture, the paper propounds a philosophy of economic development called "entrepreneurialism". Corollary to entrepreneurialism as a philosophy is that agent of change that the paper identifies as the philosopher-entrepreneur. The emergence of philosopher-entrepreneurs, that is, individuals with philosophical and entrepreneurial skills, the paper concludes, is pivotal to transforming African economies to desirable levels of development.*

**Keywords:** economic development, entrepreneurialism, philosopher-entrepreneur

### Introduction

*"There is no shortage of people in the LDCs! But there is a shortage of human capital that is, the kinds of skilled and productive labor needed for economic development" - Bowden, Elbert V. 1986*

With the exemption of a few, virtually all African countries will incontestably qualify to have permanent seats in a supposed association of underdeveloped nations. The perpetual level of underdevelopment in African nations is not only statistically worrisome but also dehumanizing (UNCTAD, 2016). Most countries in Africa are referred to as less developed economies. From an objective view, one cannot but see poverty, diseases, squalor, waste and abuses of all sorts on a continental scale in Africa.

The pertinent question then is: why is it that most African nations perennially serve as reference points for the nomenclature 'Less Developed Countries' (LDCs)? Ancillary is the question: what exactly is it about African Nations that tends to promote the idea that the term LDC is descriptive of the economies of African states? In the ultimate, there is the need to find an answer to the question: how do we *de-LDCise* African nations?

It is the objective of this paper to attempt to identify the foremost lacuna in African economies, in a critical and analytical manner, as a way of responding to the question: what should African nations do in order to drop the nomenclature 'LDCs'?

To this end, the paper is in three parts. In the first part, we attempt a conceptual comprehension of the expression 'economic development'. In the second part of the paper, a critical attempt is made to identify what may justifiably be described as the missing factor in the economic system of African states. In the third and concluding part of the paper, an attempt is made to recommend what needs to be done, in the main, in order for African nations to exit the world of LDCs.

### Economic Development: A Conceptual Analysis

First, it may be appropriate to attempt to identify the content of development within the context of economic development. Lexically speaking, development refers to a process of becoming or changing (Hornby, 1999). In economics the term 'development' refers to the process of economic change, by which is implied economic growth and economic advancement (Dasgupta, 2013). The fact that economics and development are inexorable phenomena derives, for example, from the very definition of economics. Literally, economics is defined as the 'principles of the production and distribution of goods and services and the development of wealth' (Hornby, 1998). Thus, it should be the rational aspiration of any nation to be economically developed.

The desirability of economic development is incontestable. Economic development translates, largely, to human development (Jhingan, 2002). The

indices of economic development have human dimensions: employment opportunities, creation of wealth and the satisfaction of wants, among others. It is, therefore, not an accident that economic development brings about improvement in the living standards of people (Minniti and Lévesque 2010).

Gross poverty, mass unemployment or under-employment, high infant mortality rate, massive corruption, wanton waste of unevenly distributed natural resources, communal struggle for power and high rate of death from curable diseases are less likely to find a place in economically developed societies. Most African nations are presently faced with either one or the other of these mostly man-made problems of underdevelopment (Bill, 2002; Awung 2011). And the continent itself is gradually becoming a symbol of hunger, poverty and want. International donor agencies and Foundations of all sorts make Africa a Mecca of sorts for donations to the under-privileged. The history of economic developments is replete with copious illustrations of man's struggle with nature to satisfy his wants. People have had to think, invent, produce, move from place to place and make exchanges among themselves in order to satisfy their needs (Fauchart and Gruber 2011). The realization that 'no man is an island' necessitated the need for people to produce what they are good at and exchange same for what they are not good at producing. Production then is fundamental to satisfying either personal wants or the wants of others (Lipsey and Chrystal, 2004).

The making or creation of something, that is production, is essential for satisfaction of human wants. Technically speaking, products are the ultimate ends of production. Products are things (goods or services) made, created, or provided by a person, machine or natural process, which are in turn usually put up for sale. The things that are made or created are things that are wanted (valued) by humans; things from which utilities are derived. In essence, it is human wants that are *producticized*.

A person that is not productive is less likely to satisfy his or her needs and, by extension, the needs of others. Similarly, a society that is not productive will most likely degenerate into a parasitic society: a society that will depend on the leftovers and remnants from otherwise productive societies; a society that will be at the mercy and beck and call of productive societies; a dumping ground for the industrial (toxic) wastes from production. *Producticization* of human wants is therefore *sine-qua-non* for economic development.

Production creates wealth and invariably generates economic development. The development

of economies in general is dependent on an efficient interplay of a number of human and non-human factors. Economists identify the key factors of production as land, labour, capital and the entrepreneur (Samuelson and Nordhaus, 2005; Saari, 2011). It is not just the availability of these factors of production that generates wealth. What brings about economic development, in the main, is the appropriate mix of these factors of production.

It is the appropriate mix of the factors of production in a nation that may be referred to as the nation's factor endowment. That human factor that is responsible for the appropriate mix of other human and non-human factors of production is the *entrepreneur*. Thus, the entrepreneur is crucially fundamental to economic development (Shane and Venkataraman 2000).

### **The Desideratum: An Enterprise Culture**

If there is anything that most African nations are naturally endowed with, it is land. In addition, it is incontrovertible that Africa has a large mass of arable land. Thus, this factor of production, land, is available in cultivatable quantity in Africa (Laishely, 2014). In addition, virtually all regions of the African continent are peopled and habitable. With remarkably diverse population, the African continent is naturally endowed with a potential labor force.

Capital has been variously conceived by economists. We shall, however, adopt the contemporary economist's conception of capital as the aggregate of goods and monies used to produce more goods and monies (Hebner, 2014). The availability of this category of goods and monies for the production of further goods and monies, that is capital, is itself dependent on productivity. Buildings and equipments are for example, products of productive processes, which in turn are employed for further production.

Unlike land and labour, which are commonly available in Africa, capital remains a factor of production that requires deliberate attempt to create. This again is where the entrepreneur comes in. The foundations for developed economies were laid by people who were ready to forgo present consumption; they sacrificed present consumption for investment. Thus, they built up capital and made more money from the capital created. These are the entrepreneurs, the risk-takers, the savers, the rational investors, critical thinkers, philosophers in their own right. It is this category of people that are, in the main, lacking in most African economies.

The category of people referred to as entrepreneurs have a distinct culture founded on particular set of beliefs. This set of beliefs propels

creativity or, what in economic parlance is called productivity. Entrepreneurs generally embrace the enterprise culture as a way of life. The enterprise culture is that way of life that encourages individuals to create their own businesses and wealth.

Pivotal to the enterprise culture are two central beliefs (or worldviews). First, there is the belief that individuals are free, rational agents who exist in a world of limitless opportunities. The second is the belief that the positive investment choice(s) made by an individual will contribute to the economic growth of both the individual and the society within which he is situated. Thus the enterprise metaphysics is one that sees the involvement of free rational agents in productive activities as key to economic development.

The ultimate reward for productivity is profit or further wealth. With particular reference to less developed economies, we may then begin to reason: there is the need for these economies to consciously encourage the emergence of entrepreneurs. The centrality of the entrepreneur to economic development demands that we attempt to articulate a system of beliefs as regards entrepreneurship. It is this articulated system of beliefs that we refer to as *entrepreneurialism*.

As a system of beliefs, entrepreneurialism is a philosophy of economic development founded on the view that the cultivation of an enterprise culture is essential for economic growth. By enterprise culture, we mean a way of life that encourages individual to create their own businesses and wealth.

The word *enterprise* ordinarily suggests a particular world-view or metaphysics. An enterprise is a series of organized activities specifically directed at growth and profit. Thus an *enterprising* worldview is one that would encourage the systematic and rational undertaking of new, often risky, projects. The entrepreneur's initiative or willingness to undertake any enterprise is driven largely by a consequentialist attitude; the belief that there is some reward or profit to be derived if the project succeeds. Let us now begin to have an analytical look at the content of the entrepreneurial philosophy for economic development.

The insatiability of human wants suggests that human development is phenomenally dynamic and unending. For as long as there are humans, there shall always be need, and as long as there are needs, there shall be opportunities. This is precisely where the entrepreneur comes in. The entrepreneur sees opportunities and seizes opportunities. He producticizes human needs and puts up the product for sale. Buyers pay for his product and their needs are met while the entrepreneur makes profit. The

profit he makes adds to his income; thus, creating wealth.

The ability of the entrepreneur to create wealth depends on a number of skills which we shall call *entrepreneurial skills*. The critically articulated system of beliefs as regards these skills is fulcrum to entrepreneurialism. Like most skills, the ability to appropriately mix the factors of production with the objective of making profits requires training. Thus, entrepreneurship is an art. Entrepreneurship is that art which serves as the cornerstone for economic development. As an art, entrepreneurship requires training. Entrepreneurial skills are more of creations of human endeavor rather than natural gifts. The training required of the entrepreneur is more of developing a rational attitude to life.

It is this rational attitude to life that engenders development of all kinds: political, social and economic. Thus, entrepreneurship is a philosophical skill that requires the ability to think critically, analyze situations, and make rational judgment. It is the application of these philosophico-entrepreneurial skills that promote economic development. Entrepreneurialism is, most importantly, an articulated system of beliefs for economic development. Entrepreneurialism is a philosophy, a thought system, a second-order enterprise that requires the development of a disciplined mind or a critical attitude to the business environment.

As a philosophical activity, entrepreneurship requires that the to-be-entrepreneur is first and foremost a critical thinker. Critical thinking is a second-order activity which requires careful attention of the mind (Oke and Amodu, 2006). Critical thinking, as opposed to wishful thinking, is systematic and rule-following. A good thinker is quick to detect and avoid contradictions, ambiguities and other forms of fallacies. The entrepreneur needs to equip himself or herself with the skill of a critical thinker: readiness to exercise the mind in a logical and objective manner. As expected of critical thinking in general, the thinking of the entrepreneur is directed towards the attainment of a particular goal. In the case of the entrepreneur, the ultimate goal of critical thinking is profit.

## Conclusion

Like Plato's *future leaders* or *Philosopher-Kings*, those who will take the LDCs out of economic woes, require rigorous intellectual training and application of rational principles. Unlike Plato's *Philosopher-King*, who neither owes nor encourages private ownership of properties (Brumbaugh, 1991), the



entrepreneur sees private ownership as essential for creation of wealth. What LDCs require in order to get out of the cycle of poverty are individuals who possess philosophical cum entrepreneurial skills. For the sake of a technical denotation, we call these individuals philosopher-entrepreneurs.

Philosopher-entrepreneurs are individuals who see critical thinking as key to purposive risk-taking. Creativity, originality or ingenuity is a product of the mind. Creativity represents the infinite possibility of which the human mind is capable. Thinking is a process of the mind; a mental process that requires deep attention, logical reflection and application of rational principles. Thus creativity is a product of thinking.

The entrepreneur is thus, a thinker. He thinks about human situations, human needs and desires. He addresses his mind to attending to those situations or meeting those needs. He gets an idea and puts the idea to test. Testing an idea gives birth to a new thing. Thus, creativity or originality or ingenuity is a mental phenomenon. This phenomenon can only derive from a philosophical mind; a mind that thinks logically.

It must be noted, however, that the philosopher-entrepreneur, is not thinking for the sake of thinking. The philosopher-entrepreneur is thinking for the sake of creating wealth. He creates to meet human needs. And he meets human needs in order to make profit. The philosopher-entrepreneur is the kind of skilled and productive agent needed for economic development. The philosopher-entrepreneur embraces a progressive worldview: the enterprise culture or the enterprise metaphysics. This is the view that, as a free rational agent, the philosopher-entrepreneur makes productive use of abiding business opportunities by taking risks and, ultimately, expecting profit.

Thus the LDCs need to encourage the nurturing of philosopher-entrepreneurs. That is, entrepreneurs who will develop and deploy their mental wealth to the creation of physical wealth, which will translate to improvement in their own lives and in the lives of others. The philosopher-entrepreneurs are, indeed, the needed agents for transforming less developed economies to desirable economies.

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## The Influence of Legislative Turnover on Oversight Function in Kogi State, Nigeria

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### Abstract

*This research paper examines the influence of legislative turnover on oversight function in Kogi State House of Assembly between 1999 and 2015. Data for the study were collected from primary and secondary sources. Content analysis and descriptive statistics (simple percentage) were employed to analyse the data. The study reveals that high rate of legislative turnover in Kogi State is affecting the legislators' oversight responsibilities negatively. The paper therefore, recommends a systematic training and retraining programmes on capacity building for new legislators on oversight responsibilities. The study also urge the political parties and the voters as well to use their electoral power wisely by re-nominating and re-electing their performing legislators into the Assembly in order to retain experienced and vibrant members in the legislatures.*

**Keywords:** Legislature, oversight, legislative turnover, performance, Nigeria

### Introduction

The view that the legislature occupies a central position in all democratic projects appears to increasingly enjoy the support of scholars, practitioners and observers. The argument of the centrality of legislature to democratic governance raised dust when Omotola (2014 p.4) argues that the stability and consolidation of any democracy, be it developed or developing, old or young, has been largely linked to the strength of its legislature. Supporting this assertion, Heinemem (1996) notes that legislative activity is important to the advancement of democracy. In the same manner, Lafenwa (2006 p.1) gives credence to this when he argues that legislature is the engine of democracy, because laws made by it set agenda for the government and regulate the conduct of the people. Ornstein (1992 p. 2) also underscores the democratic significance of the legislature, thus: no country can have a workable democracy with voices of opposition, accountable government, and adequate avenues for citizen to be heard without a vibrant and meaningful legislature and legislative process. On this note, legislature is seen and known to be the heartbeat of democracy. Its functions are defined in term of law-making, representation and oversight and responsibilities, all of which are pivotal to the good health of democracy.

Thus, legislative oversight remains one of the important roles of modern legislatures irrespective of

the form of government in practice as reiterated by Fashagba, 2009. The legislature ensures accountability and transparency and serves as watch dog for public funds and resources. It checks other organs of government from being overbearing in the discharge of their duties. It is through the oversight functions that the legislature regularly exercises its checks and balances power on other organ of government especially in democracies where bureaucracies and institutions are relatively underdeveloped and corrupt (Edosa & Azelama, 1995). Saliu and Muhammad (2010) indicate that legislative body takes active role in understanding and monitoring the performance of the executive arm and its agencies. The legislature oversees government affairs and holds the person responsible for any actions and omissions accountable to the electorates. Adebayo (1986) reveals that legislative oversight cross-check the executive by examining the activities of some chief executive, Ministries, Departments and Agencies (MDAs) of government.

The commonwealth parliamentary association (2002) asserts that the principle behind the legislative oversight ensure that public policy is administered in accordance with the legislative intent. The legislative function does not end only on the passage of bills but to follow the activity linked to lawmaking. It is the responsibility of the legislature to ensure that such laws are being implemented effectively. John Stuart Mill (1862) cited in (Ornstein, 1992 p. 2) argues that



the legislature acts as the eyes, ears and voice of the people, he asserted further that:

*“The proper office of a representative assembly is to watch and control the government: to throw the light of publicity on its acts, to compel a full exposition and justification of all of them which any one considers questionable; to censure them if found condemnable. In addition to this, the parliament has an office to be at once the nation’s Committee of Grievances, and its Congress of Opinions” (Ornstein, 1992: 2).*

Stapenhurst, Johnston, and Pelizzo, (2006) also note that ‘in most countries, the legislature is constitutionally mandated as the institution through which governments are held accountable to the electorate’. The role of oversight of executive administration thus specifically entails: scrutinizing and authorizing revenues and expenditures of the government and ensuring that the national budget is properly implemented. The constitutional power to partake in budgetary appropriation gives the legislature needed political influence to shape governance, and possibly carry out reforms that are sustainable. In this regard, Saffell (1989, p. 69) asserts that ‘no function of the congress is more jealously guarded or more basic to administrative control than the power of the purse’. In the same manner, Posner and Park (2007) affirm that ‘Legislatures in some countries have gained a role in approving macro fiscal frameworks’. The Nigerian legislature belongs to the class of legislative assemblies vested with preponderance of power over fiscal matters.

Legislative oversight functions are performed through technical committees and sub-committees of the legislature. Popular examples of such Committees are: House Committee on Appropriation, House Committee on Power, House Committee on External Affairs and House Committee on Ethics and Privileges among others. The increased national and international attention on government corruption in recent years has led to a greater focus on this aspect of parliamentary responsibility. However, despite the plethora of literature on parliamentary oversight in Nigeria, little or no attention is given to the influence of legislative turnover on oversight function. Therefore, this study is mostly needed to contribute to the existing knowledge in this area of legislative study and also to fill the gap in literature. Thus, the main question in this study is: what is the influence of legislative turnover on oversight function in Kogi State?

To achieve these objectives, the study is divided into six sections. This introductory section is followed by the structure and composition of Kogi

State House of Assembly. Major concepts are defined in section three. Section four examines the rates of turnover in Kogi State House of Assembly. The fifth section addresses the influence of turnover on oversight functions, while the sixth section concludes the study.

### **The Structure and Composition of Kogi State House of Assembly**

Kogi State House of Assembly as provided for in section 92 of the 1999 Constitution of the Federal Republic of Nigeria (CFRN) as amended is led by the Speaker and his Deputy “who shall be elected by the members of the House from among themselves” (1999 Amended CFRN). Other House leaders elected by the parties represented include the Chief Whip, Majority and Minority leaders and their Deputies. The Clerk of the House, who is appointed by the Governor, is the secretary of the House as well as the head of the non-legislative administrative staff (S. 3 of 1999 Amended CFRN). The Sergeant-at-Arms is another important pillar of the Kogi State Assembly who attended the sittings and maintains order subject to the instructions of the Speaker/Chairman; he is the Chief Security Officer of the House. The twenty five members of the Kogi State House of Assembly are elected on the basis of their local government constituencies.

Members are constitutionally permitted to set down their House rules known as the Standing Orders on regulations of the procedure of the House, number of committees and term of office, quorum, adjournment, recess as well as vacancy vis-à-vis the validity of its proceedings (1999 CFRN). As a unicameral assembly, the Kogi State House of Assembly comprises two types of committees, that is the Regular and Complementary Committees. The Regular Committees are sub-divided into three: the Standing/General Committees under which are the All Ministry-related issues and Committee of the Whole House; the Financial Committee which is further divided into the Appropriation, Public Accounts, Finance, and Anti-Corruption Committees; and finally Institution/Machinery Committees comprising of Selection, Rules/Business, Privileges/Ethics, Public Relations, House Service and Principal Officers Committee. Complementary committees are also known as ad-hoc, special or Sub-Committees which are dissolved after the completion of their assignment. Most decisions are first deliberated at committee levels and finally presented to the general house for approval while others like the budget is first presented directly to the general house before being deliberated at the committee for the second reading

before the final reading and approval by the whole house.

The twenty-five members of the Kogi State House of Assembly are divided into committees to enable a sound and prompt response to the request sent to the House for deliberation, ratification, confirmation and so on. Perhaps, it is in the light of this that Heywood (2007 p. 346) argued that Committees are power houses of the assembly, the very hub of the legislative process; whereas parliamentary chambers are for talking, committees are for working. Heywood (2007) stated further, that Congressional government in session is congress in public exhibition. Congress in its committee room is congress at work. Therefore, it is arguable to say that an assembly can be judged by the strength of its committee. Thus, the Committee may be regular or ad-hoc, the Regular Committee in Kogi State House of Assembly is those that scrutinize government and oversee the exercise of governance, in most cases ad-hoc committees are set up when issues of social concern call for it. For instance in times of crises or emergencies or when there is governance gridlock among the various arms or sectors of government necessitating intervention and resolution. Kogi State House of Assembly being within a Federal unit adopting the presidential system of government, the committees have some measure of independence, in that they can summon the Governor, Commissioners, Head of parastatals, public officers, certain records or documents before them or require explanations for the occurrence or non-occurrence of certain events. However, Committees do not have mandate to take decisions on behalf of the House; it can only make recommendations which are debated upon before approval.

The Kogi State House of Assembly was, in 1999, established in accordance to sections 90 and 91 of the constitution. The Kogi State legislature is composed of twenty-five (25) members representing different state constituencies. The twenty-five constituencies emerged based on the population strength of the state and other requirements that are clearly stated in section 91 of the 1999 Constitution of the Federal Republic of Nigeria (CFRN, 1999), which state thus:

*Subject to the provision of this constitution, a House of Assembly of a state shall consist of three or four times the number of seats which that state has in the House of Representatives divided in a way to reflect, as far as possible, nearly equal population. Provided that a House of a state shall consist of not less than twenty four and not more than forty four members*

The membership of the House represents 21 Local Governments Area across the state. Four out of the twenty-one local governments have two constituencies each, while the remaining seventeen local governments constitute one constituency each. Two major political parties, All people's Party (APP) and People Democratic Party (PDP) won all the seats in the Kogi State House of Assembly of 1999. The distribution of seats to the two political parties, APP and PDP shows that APP, which also won the Governorship election that brought in late Prince Audu Abubakar as the Kogi State Governor had the majority members in the Kogi State Assembly. Therefore, as a result of the numerical strength of the APP in the House, the APP produced the leadership of the House. The Speaker, Deputy Speaker, Majority Leader among others. However, the opposition party, PDP which was the minority party in the House between 1999 and 2003 produced minority leader, which also form part of leadership structure of the House.

## Definition of Concepts

### Legislature

Legislature is, generally speaking, elective and accountable body. Legislative members are elected as legislators and they can be replaced at periodic elections if their constituents dislike what they or their political party are doing in the legislature. Carey (2006) defines legislature as a body with large membership that offers the possibility both to represent more accurately the range of diversity in the polity and to foster closer connections between representatives and voters. Awotokun (1998) conceptualizes the term legislature from a functional perspective. He defines the legislature as the organ of government made up of elected representatives or a constitutionally constituted assembly of people whose duties among other things are to make laws, control executive activities and safeguard the interest of the people. Following this functional definition, Anyaegbunam (2000) defines the legislature as having the role of making, revising, amending and repealing laws for the advancement and wellbeing of the citizenry that it represents. Okoosi- Simbine (2010) perceives the legislature as the law-making, deliberative and policy influencing body working for the furtherance of democratic political system. He describes the legislature as the First Estate of the Realm, the realm of representation and the site of sovereignty, the only expression of the will of the people. It follows from this analysis that the authority of the legislature is derived from the people and should be exercised according to the will of the people who they represent. Smith (1980) defines the

legislature as the symbol of power and legitimacy because its decision is based on the collective wisdom of men and women who enjoy the confidence of the electorate.

### **Legislative Turnover**

Legislative turnover is the rate of 'political alternation' after general elections. This study is interested in electoral, not mid-term turnover which takes place in between elections. François and Grossman (2015) note that political alternation focus both on first entry and returning representatives. Thus, definition of legislative turnover in this study is restricted to legislative elite renewal and representative elite re-circulation. Legislative turnover is operationalized as the proportion of both first entry and returning members of parliament (MPs), henceforth newcomers, out of the total membership in a legislative assembly.

Conceptually, legislative turnover is defined as the proportion of new members out of the total membership in a legislative chamber. Unless the size of the chamber has been changed, the number of new members is equal to the number of old members who have left parliament. A representative is considered to be "new" if he did not serve in the session immediately prior to the one under examination. Matland and Studlar (2004 p. 92) define legislative turnover as 'the proportion of membership that changes from one general election to the next'. For the exact calculation of turnover rates, however, Manow (2007) offers a more precise definition. He defines legislative turnover as comprising all who have been elected to parliament but failed to be re-elected to parliament (p.197). To this end, Legislative turnover is defined as the number of lawmakers who failed to win both at the intra and inter party elections irrespective of the fact that they were members of the outgoing parliament.

### **Legislative Oversight**

Saliu and Muhammad (2010) define legislative oversight as a process by which the legislative body takes active role in understanding and monitoring the performance of the executive arm and its agencies. The legislature has the responsibility of overseeing the work of the government and holds it responsible for its actions and omissions (see Fashagba, 2009; Okoosi-Simbine, 2010; and Oni, 2013). Adebayo (1986) perceives legislative oversight as a check on the executive by scrutinizing and examining the activities of the Chief Executive, Government Ministries, Departments and Agencies (MDAs). According to the Commonwealth Parliamentary Association (2002), the principle behind the legislative oversight of the

executive activity is to ensure that public policy is administered in accordance with the legislative intent. In view of this principle, the legislative function does not end at the passage of bills. Oversight is, therefore, the obvious follow-on activity linked to lawmaking (NDI, 2000). Woodrow Wilson cited in Oni (2010) avers that:

It is the proper duty of a representative body to look diligently into every affair of government and to talk much about what it sees. It is meant to be the eyes and the voice, and to embody the wisdom and will of its constituents. Unless Congress has and uses every means of acquainting itself with the acts and the disposition of the administrative agents of the government, the country must be helpless to learn how it is being served...The informing function of Congress should be preferred even to its legislative function (p. 32).

### **Turnover Rates in Kogi State House of Assembly**

The simplest method to calculate or measure legislative turnover is by subtracting the number of re-elected members from the total number of members in the Assembly after a general election. The turnover rate would be the proportion of legislators who were not members at the end of the previous legislative session and the retention rate are members of previous legislative session who are also members of the new legislative session after elections. This method does not account for the membership turnover as a result of death or tribunal defeat that may warrant legislators' replacement within session. A representative is considered to be "new" if he did not serve in the session immediately prior to the one under examination.

Elections are held periodically in Nigeria, as in most representative democracies of the world for the purpose of re-electing legislators or electing new ones by the electorates. The available data on legislative turnover rate reveal that Kogi State Assembly has high turnover rates of legislators like other states Assemblies in Nigeria. This section examines the rate of legislative turnover in Kogi State House of Assembly between 1999 and 2015.

Although, this study covers 1999 – 2015, it is informative to make reference to the Kogi state 1st House of Assembly, 1992-1993 in the aborted third republic. The 1st Assembly had thirty-two Hon. Members while the subsequent House of Assembly members' of the Kogi State from 1999 till date are twenty-five members. Thus, of all the thirty-two members of the 1st Assembly, no single member among them was re-elected into the 2nd Assembly,

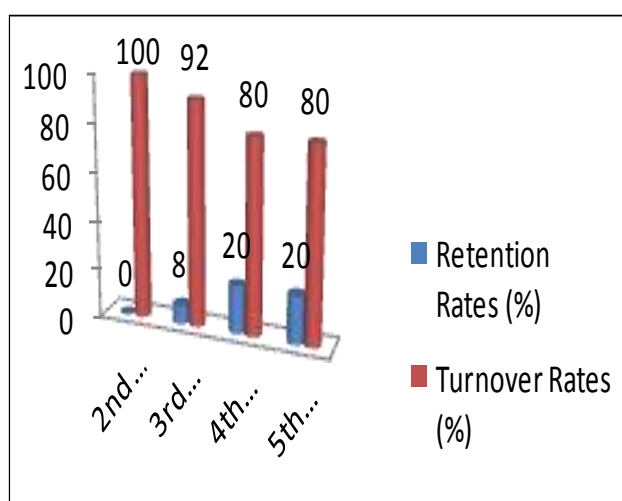
1999-2003 in Kogi State. This implies that all the twenty-five members of the Kogi state 2nd House of Assembly were greenhorns.

By June, 2003 a new House emerged after the 2003 general elections, which was dominated by greenhorns with just two ranking members. This indicates that only two legislators (8 per cent) out of twenty-five incumbent legislators were returned to the House after the 2003 general elections and the remaining twenty-three members (92 per cent) were greenhorns.

In June, 2007 another House emerged (Kogi State 4th House of Assembly, 2007-2011) after the 2007 general elections. This House was also dominated by greenhorns, though there was little improvement in the number of ranking members from two ranking members in the previous 3rd Assembly, 2003-2007 to five ranking members in the 4th Assembly representing 20 per cent of the twenty-five House members and putting the turnover rate at 80 per cent.

In the 5th House of Assembly of Kogi State, 2011-2015 the number of ranking members and greenhorns were not different from the 4th Assembly. Out of twenty five legislators that formed the new House in June, 2011 after the general elections, five members (20 per cent) were re-elected into the House while twenty members (80 per cent) were newly elected members.

The figure 1 below summarizes the retention and turnover rates of Kogi State House of Assembly from 1999 – 2015. It also indicates the average retention and turnover rates of members in Kogi State during the periods under consideration as 12 per cent and 88 per cent respectively.



**Figure 1: The retention and turnover rates of Kogi State House of Assembly, 1999-2015 (average retention and turnover rate are 12% and 88% respectively)**

**Source:** Researchers' Field Survey, 2017

### The Influence of Legislative Turnover on Oversight Function in Kogi State

This section examines the influence of legislative turnover on oversight functions in Kogi State House of Assembly (KSHA). To achieve this research objective, interview was conducted with past and present legislators and the legislative staff particularly secretaries to the various oversight committees in KSHA. Performance Rating Scale (Low, Moderate and High Performance) was also adopted.

Interview question: Do you think legislators' experience matter in carrying out the oversight functions?

Secretary to the Committee on House Services, KSHA responded that:

*Definitely, experience is the best teacher, because you cannot compare ranking members with non-ranking members in term of their oversight capacity and investigatory skills. This is what they have been doing repeatedly and they have gathered experience over the years that could make them perform better than their new colleagues in their assigned committees' oversight responsibilities (Mr. Jiya Abdul-Kadir, March 27, 2017).*

In the same vein, Hon. Bello, Chairman House Committee on Public Accounts argues that:

*Experience is the best teacher, for example, if I want to handle any ministry on oversight functions my experience will count because I know where to go straight to get the information that I need or to see what the ministry or department might have been hiding from oversight committee. If I am giving any voluminous file now to work on, let's say like a hundred cases. I know where to open if I want to catch you, it is experience, and there is nothing you can compare with it (Interview, Hon. Bello, March 29, 2017).*

One of the non-ranking members in the KSHA, Hon. Abdullahi (2017) argued that:

*The longer you stay in the legislative House the better it is for the effective discharging of oversight responsibilities. Because legislator is the mouth piece of his people and police to the executive arm of government that needs necessary skills and experience to perform better.*

If my experience in the House is anything to go by, I will say experience matters, because 2nd and 3rd timers are no doubt better than most of us not only on oversight functions but also on other parliamentary responsibilities because of its technicalities. Now that the state is not forthcoming on membership

training because of the economic recession, ranking members are mentoring us on the floor of the House. (Interview, Salahudeen, 2017).

Hon. Sunday (2017) in his own view said that:

*High turnover rate of members will have negative effect on our legislative performance generally if the ranking members are not ready to assist the newly elected members. But in a situation where the ranking members are ready to accommodate new members there may not be problem as regards the oversight responsibilities of the legislators because all the elected members have zeal for oversight function. Take our own as example, we have five ranking members and they are very formidable, they train us and we blend within short period.*

Hon. Moses (2017) noted that:

*If assembly is dominated by non-ranking members, things will not go on well. There will be too much burden on the ranking members because all technical and important assignment of the House will be saddled on them.*

Andas (2017) in his opinion stated that:

*Ranking legislator will have advantage over the new members or greenhorns that are just coming into the system because of the experience they have gathered. Ranking member will use his experience to carry out oversight functions. All the same, the difference is not conspicuous whether you are first timer or 2nd timer, there are facilities around you that will put you through it depends on how prepared are you to learn the legislative work (Mr. Andas Malik, March 27, 2017).*

**Table 1: Performance Rating of Ranking and Non-Ranking Members on oversight function in Kogi State House of Assembly**

Ranking Member			
Performance Rating	Low	Moderate	High
16 Respondents	0 (0%)	3 (19%)	13 (81%)
Non-Ranking Member			
Performance Rating	Low	Moderate	High
16 Respondents	0 (0%)	10 (62.5%)	6 (37.5%)

**Source:** Researchers' Field Survey, 2017

Table 1 indicates that:

- i. no respondent rates ranking members low
- ii. 3 respondents ( representing 19 per cent) rate ranking members moderate

- iii. 13 respondents (representing 81 per cent) rate ranking members high in their oversight functions.
- iv. no respondent rates non-ranking members low
- v. 10 respondents (representing 62.5 per cent) rate non-ranking members moderate
- vi. 6 respondents (representing 37.5 per cent) rate non-ranking members high in their oversight function.

This research finding implies that ranking members are better than non-ranking members in their oversight function. Therefore, it is safe to conclude that high turnover rate of legislators is negatively affecting the oversight responsibilities of the legislators.

### Conclusion and Recommendation

This study had examined the influence of legislative turnover on oversight functions in Kogi State House of Assembly between 1999 and 2015 using survey research method and it was revealed that high rate of legislative turnover in Kogi State is affecting the legislators' oversight responsibilities negatively. The paper therefore, recommends a systematic training and re-training programmes on capacity building for new legislators on oversight responsibilities. The study also urge the political parties and the voters as well to use their electoral power wisely by re-nominating and re-electing their performing legislators into the Assembly in order to retain experienced and vibrant members in the legislatures.

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## Human Resources for Health in Sub-Saharan Africa: Issues, Challenges and Possible Solutions

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### Abstract

*In sub-Saharan Africa (SSA), there is a shortage of health workers. That is, the regions human resources for health are not sufficient. Across the SSA region, health systems are weak and this affects both the structures of healthcare and the agency of healthcare. Although several studies have shown that the human resource for health challenges affects Africa the most amongst other continents of the world, however, possible solutions lie within the SSA region in-itself. This conceptual paper examines the human resources for health challenge in SSA with examples from Nigeria, Uganda, and South Africa. These countries share similar human resources for health challenge with other countries in the region. The paper highlights how social and structural determinants of health impacts on the lives of Africans. The paper argues using a resilient health systems framework and the need for public-private partnerships for health as alternative to proffer useful solutions to the human resources for health challenge. The paper concludes that to address the human resources for health challenge in SSA, these alternative solutions as suggested in this paper can be used to strengthen the health systems of countries and improve health care delivery across the region.*

**Keywords:** Human resources for health, SSA, structures of health, agency of health, Africa

### Introduction

In sub-Saharan Africa, there exist several challenges which affect the effective and efficient delivery of healthcare services. These challenges range from social to economic, from cultural to structural, from political to religious and from natural resources to human resources challenges. In the health sector of many African multicultural societies, the human resources for health challenge persist. This challenge has been shown to affect the quality of care and the entire performance of health systems. Also, the human resources for health problem in SSA undermine optimum population health and the ability of many governments to achieve universally agreed sustainable development goals that relate to health. That is, come 2030, if the existing challenges are not adequately addressed, SSA may not achieve goal 3 of the SDGs which is to “ensure healthy lives and promote well-being for all at all ages”. Although the SSA region is facing other challenges that impede development, the human resources for health challenge remain one of the most daunting. A large number of physicians leave Africa when they complete the medical degree to other parts of the developed world in search of a career (Hagopian, Thompson, Fordyce, Johnson and Hart, 2004). Across the continent, there is a critical shortage of health care workers, that is, there exist a deficit of 2.4

million doctors and nurses and midwives (Naicker, Plange-Rhule, Tutt and Eastwood, 2009). The continent has only 3% of the world's health workforce (WHO, 2006), while in Kenya a recent study showed that the shortage of health workforce is likely to affect the country's attainment of the Sustainable Development Goals (SDGs) of 2030 (Miseda, Were, Murianki, Mutuku and Mutwiwa, 2017). Hence, the inadequate human resources for health across Africa have been shown to affect the health service delivery, universal health coverage, primary, secondary and tertiary health care services of many countries. Hence, the human resources for health challenge are real and also affect health interventions that have been introduced into the continent to strengthen Africa's health systems.

Addressing the human resources for health challenge in societies of SSA region as argued in this paper requires adopting other perspective such as public-private partnership (PPP) for health which has worked in Europe (Roehrich, Lewis and George, 2014). To build Africa's human resources for health, the PPP initiative can be incorporated into health systems of various countries on the continent. This paper further argues that increased public-private partnership based on its advantages can be used to address the HRH challenge. Therefore, revitalising health systems in many African countries is required

to adopt new models for health care delivery more so, by putting the health force into consideration. Using a resilient health systems framework approach, the paper states that Africa must begin to train its workforce to be aware, diverse, self-regulated, integrated and adaptive to their immediate environment. These two approaches as stated in section of the paper can be devised to improve the existing structures of health and the performance of actors of health across the SSA region.

### Human Resources for Health: A Global Overview

Globally, health workers are vital for the holistic development of a country's health system. That is, health workers are a requisite component of any given health system as the human resources for health. These human resources cuts across the broad spectrum of health service delivery from the primary level of care to the tertiary levels of care. Human resources for health are defined as "all people engaged in actions whose primary intent is to enhance health" (WHO, 2006: 1). In the United Kingdom 1.3 million people make up the National Health Service (NHS) workforce .

In other parts of the developed world (global north), the human resources for health challenge is minimal when compared to what exist in the global south. This is however as a result of the better working conditions available to health care workers in these countries compared to those in the global south. In the USA for example, the health system is formed and runs based on a capitalist model with health insurance companies actively engaged in the business of health care delivery. They charge customers to contribute collect all health care fees and pay out all health care costs. The US health system operates a single-payer system centred on the principles of a free market economy which allows for high level of competition and cost for the delivery of care. Yet, health workers from SSA remain attracted to the American health system and migrate to work in it (Hagopian, et al, 2004; Cometto, Tulenko, Muula and Krech, 2013).

But in countries like Germany, all Germans and permanent residents are entitled to health care. That is, the model of health care delivery is hinged on its national social health insurance system. Based on this model, the state assumes the core responsibility of health care delivery to its citizens, but private medical care still persists. In such a model, health care delivery is subsidised to the country's citizenry and ability to afford care is supported by the state. Irrespective of the model of health care delivery in the global north, the human resources for health in these countries are well catered for when compared

to the global south. That is, the challenges facing their human resources for health is minimal as workers are guaranteed a regular salary and better working condition unlike their counterparts in the global south (Cometto, et al, 2013).

**Table 1: Differences and similarities in the human resources for health**

Indicators	Global North (High Income Countries)	Global South (Low/Middle Income Countries)
Remuneration	High/Sufficient	Low/Not sufficient
Staff Welfare	High priority	Low priority
Work environment	Conducive/Bureaucratic	Not-conducive/Fairly bureaucratic
Health insurance	Available to workers	Available to health workers
Safety at work	Guaranteed/High priority	Fairly guaranteed/average priority
Doctor to patient ratio	E.g. 2.8 (United Kingdom)	E.g. 0.1 (Zimbabwe) (World Bank, 2016)
Professional development	Given priority	Given priority

Human resources of health remain a fundamental aspect for effective global health care delivery. Hence, the World Health Organization (WHO) estimates that "the current workforce in some of the most affected countries in sub-Saharan Africa would need to be scaled up by as much as 140% to attain international health development targets". According to the organisation, the challenge of human resources for health affects countries of the global south the most and this limits their chances of reducing maternal and child deaths, improving quality of care, possess the ability to fight diseases and provide essential, life-saving interventions (WHO, 2006; Chen, Evans, Anand, Boufford, Brown, Chowdhury, et al, 2004; Narasimhan, Brown, Pablos-Mendez, Adams, Dussault, Elzinga, et al., 2004). More so, to attain global development initiatives aimed at making health available to all persons irrespective of where they live or work, Africa must address its human resources for health challenge.

### Human Resources for Health in Africa

Several works on human resources for health in Africa (Lucas, 2005; Kabene, Ochard, Howard, Soriano and Leduc, 2006; Mills, Kanters, Hagopian, Bansback, Nachega, Alberton et al, 2011) highlight poor skill mix and low investment in health as

among the existing challenges affecting Africa. Although the human resources for health in Africa are a small fraction of the total population of the continent's workforce, they make up a significant proportion of workers because of the sensitivity of their role in their respective countries. According to the Anyangwe and Mtonga (2007), the average density of the health workforce in Africa is 0.8 to 1000. When compared to that of Asia, Europe or North America, huge disparities exist in terms of doctor to patient ratio or nurse to patient's ratio. In the United Kingdom, the ratio of doctor to patients is 2.8, while in Zimbabwe, the doctor to patient ratio is 0.1. Such disparities continue to persist as this shows the poor state of Africa's human resources for health.

According to the WHO African region, it states that the region "seems to have the bulk of the problems in the way of human resources for health development and management. It faces extreme pressure in major areas such as producing the required number of key health cadres and utilizing them and managing them in such a way that they remain motivated to serve in their respective countries" (Nyoni, Gbary, Awases, Ndecki and Chatora, 2006; Kumar, 2007). This is because of several factors which include lack of political will to increase health spending in different countries affects HRH. As such, Africa is lacking in sufficient manpower which constitutes human resources for health. Beyond these, structural, conflict and environmental factors also determine the nature and availability of human resources for health in Africa. However, the human resources of health challenge limit the performance of the country's health system. This also affects the composition of emerging markets capitalization in the health sector leading to low investments and reduced private engagements in the sector. The human resources of health challenge in emerging markets of Africa still persist till present. But inherent in these emerging markets are the prospects that are available to build the health sector. The human resources for health challenge of Nigeria, Uganda and South Africa are examined below.

#### **Human Resources for Health in Uganda**

In Uganda, the human resources for health challenge affect the delivery of health care services across several districts. Uganda has just 1.55 health workers per 1,000 people, this is a simply a "critical shortage" according to the World Health Organization, that recommends 2.28 workers per 1,000 people (Ugandan Ministry of Health, 2015). Health workers shortages have been reported in some studies as the country faces the challenge of retaining its health workforce

(Ramadhan, 2015; Namakula, Witter and Ssengooba, 2014). This shortage adds the continuity burden of disease being high as the number of registered doctors and nurses are few to meet with the country population. In rural Uganda, the health ministry reports that even where health workers are available they intend to migrate to the urban areas for better opportunities especially for their career development. This affects the performance of the Ugandan health system which relies on foreign assistance to complete its annual budget. As a form of incentive for health workers in Uganda, a lunch allowance was included in workers benefits (Kumar, 2007) in order to remedy the shortage of health workers and reduce brain drain within the country. Job satisfaction remains low and this affects health workforce in Uganda, while task shifting has been introduced into the Ugandan health system as a way to address the shortage of human resources for health (Hagopian, Zuyderduin, Kyobutungi, and Yumkella, 2009; baine and Kasangaki, 2014).

#### **Human Resources for Health in Nigeria**

According to Lawal (2014), shortage of health workers in emerging communities and urban slums of south west Nigeria, affects the performance of the health facilities. He stated that "health facilities in these communities do not have the required amount of manpower to attend to the large populations of people that reside within these communities" (Lawal, 2014:212). In developing countries such as Nigeria, shortages of health workers have been found to affect the performance of health facilities (Hongoro and Normand, 2006). This shortage of health workers remains a challenge facing health systems in developing countries (Ezeonwu, 2013; Awofeso, 2010). Studies have shown that there exists a shortage of health professionals working in rural areas worldwide (Hamilton and Yau, 2004; Grobler, Marais, Mabunda, Marindi, Reuter, and Volmink, 2009), due to their preference to work in urban areas (Awofeso, 2010). In addition, shortage of health workers in informal settlements is also high (Ziraba, Mills, Madise, Saliku, and Fotso, 2009; Mutua, Kimani-Murage, and Ettarh, 2011) thereby affecting the performance of health facilities. The human resources for health challenge is evident in Nigeria such that health facilities do not have enough staff to work and provide health services to patients. For those presently working in these facilities, they suffer from stress and exhaustion due to work overload. Lawal (2014) reported that health workers tend to work overtime by assisting their colleagues on duty. According to some public health officer interviewed in his study, working overtime is a

regular occurrence as other colleagues too may be expected to do the same even when they are not on duty. All these are the major human resources for health challenge facing the Nigerian health system.

### Human Resources for Health in South Africa

Human resources for health are vital to deliver effective health care services in South Africa which is affected by a high burden of disease such as HIV/AIDS (Rawat, 2012). But the continued strain as a result of the shortage of health workers affects the quality of delivery patients receive; and this affects the performance of the health facilities and health system in South Africa. This shortage is attributed to several factors which include the lack of qualified health personnel suitable for employment or the poor structuring that exists within health systems such that health facilities in urban areas have more health workers compared to facilities in informal settlements and rural areas in South Africa. The influx of health workers from rural areas to urban areas is a common phenomenon in developing countries (Awofeso, 2010; Couper and Hugo, 2014) such that health facilities in informal settlements are left with few workers to attend to a large population of people within the communities. In addition, shortage of health workers within SSA affects performance of the health facility because health facilities are unable to run 24 hours services to the communities they serve. Instead, health workers are only available to attend to people during the day.

### Human Resources for Health as a Challenge in Emerging Markets of Africa

Across the continent of Africa in the past decade, various forms of venture capitalist, small and medium scale enterprises and entrepreneurs have emerged (Akuri, Bagah, and Wulifan, 2015). This has tremendously contributed to the growth of the private sector and has attracted foreign direct investments. According to McKinsey & Company “although Africa’s growth prospects are bright, they differ not only country by country but also sector by sector”. Therefore, the potentials that lie in the African continent are enormous. Therefore, emerging markets in Africa are being projected to contribute significantly to the world economy over in the coming years. The IMF states that “Global growth, currently estimated at 3.1 percent in 2015, is projected at 3.4 percent in 2016 and 3.6 percent in 2017. The pickup in global activity is projected to be more gradual than in the October 2015 World Economic Outlook (WEO), especially in emerging market and developing economies” which includes those of Africa. But the contribution from the health

sector of many African countries has had little positive effect on the economic indices that are being projected. Because many challenges affect the health sector of African economies, there is continued reduction in its human resources for health which is vital for the growth and development of African health.

In Africa, the human resources of health challenge are real and its impact is felt on every other sector of the economy. Without a health workforce, the capacity for economic growth is inhibited to a great extent. This challenge is one of the many that is evident in the health sector, but the human resource challenge is peculiar because of its immediate and direct impact on the market structure of emerging economies. The human resources for challenge is not peculiar to the African continent as countries in South East Asia also experience some challenges similar to that of Africa. But the African challenge is mainly attributed to its low budgetary allocation for health spending which still falls below the WHO recommendation and the high reliance on government to fund the health sector. This in turn leads to the inability of many governments to properly finance the health sector. More so, because a large amount of human resources for health in Africa are under government employment, the challenge continues to persist. This negative effect this portrays on the economy and markets of many Africa countries is enormous.

**Table 2: Budgetary allocation for health in selected African countries**

S/N	Country	Health Budget
1	Nigeria	4.16% (2017); 4.23% (2016) of total budget
2	Sierra Leone	5.1% (2015);
3	Uganda	6.9% (2015/2016); 9.0% (2016/2017). But note that over 70% of health spending is external (donors and grants)

Furthermore, the human resources for health challenge in Africa are caused by poor leadership/governance for health amongst other factors which leads to the weak performance of health systems (Uneke, Ezeoha, Ndukwe, Oyibo and Onwe, 2012). But the implication of the human resource challenge is present in other sectors of the economy. In many SSA countries, the presence of human resources for health challenge will lead to poor outcomes in preventive, curative and rehabilitative health services. This will in turn affect the manufacturing and service industries in both the public and private sectors of the economy. In African emerging markets, the challenge of human

resources for health can be addressed. This paper suggests some solutions such as the use of resilient health systems framework approach. But an understanding of the social and structural determinants of human resources for health is essential.

### **Social and structural determinants of human resources for health**

#### **Social determinants**

Both social and structural determinants of health define the health outcomes of people globally. Irrespective of the country, the social determinants of health may include economic, cultural, religious, political, agricultural, environmental etc. According to the WHO (2008: 1) social determinants of health are thus:

*“The poor health of the poor, the social gradient in health within countries, and the marked health inequities between countries are caused by the unequal distribution of power, income, goods, and services, globally and nationally, the consequent unfairness in the immediate, visible circumstances of people’s lives; their access to health care, schools, and education, their conditions of work and leisure, their homes, communities, towns, or cities, and their chances of leading a flourishing life. This unequal distribution of health-damaging experiences is not in any sense a ‘natural’ phenomenon but is the result of a toxic combination of poor social policies and programmes, unfair economic arrangements, and bad politics. Together, the structural determinants and conditions of daily life constitute the social determinants of health and are responsible for a major part of health inequities within and between countries”.*

To a large extent, these determinants of health play a major role in shaping the health status of people. Combined both are parameters that can explain whether or not people will stay healthy at all times because it affects their ability to access and utilise health services even where available. More so, the both determinants of health have to do with the components of the social structure of any given country and how these in turn shape the health realities of the people. Although the social and structural determinants of health may appear similar in some ways, they differ because the social determinants of health are centred around the individual, community, and political economy of health, while the structural determinants of health have to do with the available health resources to the

people based on the structural component of the health system. That is, the system of health care delivery being determined as centralised or decentralised and the number of healthcare providers either public or private and the roles they play.

#### **Structural determinants**

Social and structural determinants of health affect the human resources for health in Africa because both are macro determinants which defines the composition of health workers available to partake in a given health system. Human resources for health are borne from the diverse cultural background in any given country; they have different religious and political views, are beneficiaries of the agricultural and legal policies of their environment and are simply built on economics and availability of financial resources in a country. Hence, both social and structural determinants influence the structure of the health workforce in Africa. But some of the main tenets of structural determinants of health include: the health policy; the health structure (public providers, private providers, mixed providers, faith-based providers or traditional providers); the health ministries (federal, state and local/district level); health leadership and governance, health information system; and health financing mechanism. All these forms the major structural determinants of health based on the health system of a given country. In Nigeria for example the structural determinants of health begins from its National Health Policy which was first implemented in 1984, revised in 2004. Now in 2016, the country presented yet another health policy. In addition, the National Strategic Health Development Plan which was implemented in year 2009 is another remarkable policy document by the Nigerian government. The National Health Act is a bill which was passed into law in 2014 but yet to be fully implemented as a key national document to direct health care in Nigeria. In terms of the country’s structure for health, these documents direct and guides how health care will be distributed and implemented across all regions. The Federal, state and local ministries of health is another important part of the structures of health in Nigeria and these government aim implements the national policy by carrying out various public health related activities to promote good health for Nigerians. The Ministries of health have their presence in all the 774 local government areas in Nigeria. Providers of health care services are also a key part of the structures of health. Both public and private operators function in Nigeria to provide health care delivery services to the people across various communities (Welcome, 2011; Innocent, Uche,

Uche, 2014). According to Lawal (2014), the public and private health providers are widely available in emerging communities and urban slums of south west Nigeria as well as across urban and rural areas of the country. Besides the providers of health care delivery being an institutional structure (structural determinant), the health financing model and leadership/governance structure for health are also core aspects of the structural determinants of health in Nigeria.

### **A Resilient Health Systems Framework Approach to Address the Human Resources for Health Crisis in Africa**

As proposed by Kruk, Myers, Varpilah and Dahn (2015: 1910), “health system resilience can be defined as the capacity of health actors, institutions, and populations to prepare for and effectively respond to crises; maintain core functions when a crisis hits; and, informed by lessons learned during the crisis, reorganise if conditions require it”. That is, such a health system can be designed to offer both preventive and curative health services to the people. Drawing from this framework, its key elements (Aware, Diverse, Self-regulating, Integrated and Adaptive) can be used to train, re-train and retain health workers in Africa. These elements are currently being applied to strengthen the Liberia health system to improve its performance and health service delivery to the people.

Although the challenge of human resources for health is not peculiar to only one emerging market in Africa, but too many of them. The elements of the framework can be incorporated into the health systems of many countries to improve on the lapses of its human resources for health.

**Aware:** while health workers undergo training, they must become aware of the role they play as key actors in solving the health crisis in Africa. Health workers across all cadres must become aware of both the challenges already in existence, the future damage their inefficiency will cause to health systems and why their role in providing effective and efficient health care delivery is vital. Awareness is crucial for human resources for health to become more self-conscious of the public health realities which affect Africa.

In addition, heightened awareness is required by government on why a non-functional and ill-funded health system is detrimental to the development of many emerging markets in Africa. More so, governments at all levels in African countries must become aware that health is a fundamental human

right and an essential component to building sustainable economies of the 21st century.

**Diverse:** Diversity has always been a trend in health care delivery in Africa because the continents health workforce cuts across a wide spectrum of ethnic nationalities. Despite this diversity in population and ethnic background, there is a huge lack of diversity in human resource skills required to improve health services in Africa. In complex situations many Africans the required skill to treat chronic conditions and some non-communicable diseases are not available in Africa because both human and adequate material resources for treatment are unavailable.

In terms of diversity, there is need for structural diversity such that specialised health care services are made available in every region of any given African country. That is, such services are not limited to one region or mainly available in urban centres. But diversity in terms of availability of specialised care such as treatment for heart infections or complications. More so, there is need for more diversity in the mode of training for health care workers. Such diversity must be reflected in the composition of teaching hospitals, faculties of medicine, public health, pharmacy, social medicine etc. Having a diverse and cosmopolitan faculty for the training of Africa’s essential human resources for health is crucial to address the ongoing challenges. Furthermore, the cross fertilisation and training of health care workers in better equipped countries of Africa must be widely encouraged. This will enable countries learn from one another and benefit from the progress being made in other countries.

**Self-regulating:** the ability of a health system to self-regulate itself to a state of optimal performance after a crisis is important. But at a micro level where human resources for health are involved, health workers must become self-regulated in the way they carry out their duties. Self-regulated health workers are (a) able to anticipate a crisis even before it occurs, (b) can proffer innovative solutions to tackle such health crises, (c) are able to mobilise the needed resources to tackle health challenges (d) can function in different environments other than their familiar social space and (e) are more committed to the improvement of the national state of health care delivery.

**Integrated:** The human resources for health challenge in Africa can be tackled from the health workers integration. There exist too many national bodies and associations with everyone concerned on addressing specific issues without little or no



synergy. As such members of such associations are mainly committed to their associations than the entire health system. Therefore, there is need for a system wide integration whereby members of different health associations make up the members of the national working committee of the Federal Ministry of Health. Such an integration programme for Africa's health workforce will further promote a collective consciousness towards the existing health policies and declarations aimed at improving health conditions of Africans.

**Adaptive:** Ability to adapt to change in society is important for health workers. People must be properly trained and re-trained to be able to adapt to system-wide macro changes in society. That is, changes that goes beyond the health sector. Adaptability of human organism is vital for their survival and continued existence. Therefore, such adaptability is required for health workers such that when posted to work in different parts of their country, they are able to function and perform their duties. On the other hand, African countries can focus its human resources for health to become decentralised such that in the local communities where people live, they can also work as health personnel. Such has been document in other parts of the world where community health workers on certain projects are simply members of those communities (Okonkwo, Osibogun and Onwuasiogwe, 2002; Islam, Wakai, Ishikawa, Chowdury, Vaughan, 2002; Olivier, Geniets, Winters, Rega and Mbae, 2015). Such a strategy has been shown to improve health outcomes of the people within the community. The national adaptive capacity of human resources for health is essential to improve health services in emerging markets of Africa.

### **Public-Private Partnership and Human Resources for Health in Africa**

Public-private partnerships for health have shown to positively contribute to health systems development globally. According to Roehrich, Lewis and George (2014:110) "governments around the world, but especially in Europe, have increasingly used private sector involvement in developing, financing and providing public health infrastructure and service delivery through public-private partnerships (PPPs)". More recently, public-private partnerships collaboration was initiated to tackle the scourge of Ebola in West Africa. The public-private partnership model for health care has been used to address different types of challenges in society beyond healthcare. The public-private partnerships for health

model have been in operation over the years "for health across many countries and all national income levels". This led to drastic reduction in the spread and improvement in health care delivery, this model for health care delivery has proved to be more effective than a single model of healthcare and it's not a new occurrence in global health care delivery. The benefit of this model has been shown to be phenomenal in tackling diseases. It is therefore necessary to harness the advantages of this model to address the human resources for health challenge in Africa.

Public-private partnerships for health can be executed in Africa through the following ways:

- **Recruitment of health workforce:** The combined effort of the public and private sectors can be used to recruit health care workers. For example, where private organisations are located within urban and rural areas of Africa, these organisations can also direct their corporate social responsibilities to improve health care delivery. Private organisations can work with the local government districts department in-charge of public health to support and provide the required capacity to recruit competent health care workers within and outside those communities in which they work.
- **Training of health workforce:** The continuing education and training of the health workforce in Africa is essential to strengthen their capacity to deliver. Through public and private partnerships for health, the government and the organised private sector can engage in the training of health care workers based on a national guideline for health workforce development in Africa.
- **Remuneration of health workforce:** Payment of salaries and benefits of health workers remain a daunting challenge for many African governments. Hence, there is need to partner with the private sector to assist with the payment of workers' salaries. This is simply based on government giving private organisation certain tax cuts and rebates to enable them support with the payment of health workers in Africa.
- **Provision of a favourable work environment:** To better perform in their duties, health workers who work in a convenient environment tend to perform better in carrying out their duties compared to those who do not. Therefore, there is need for both the public and private sector to collaborate within communities where hospitals are located to make the work environment for healthcare workers more favourable.

- Establishment of hospitals/health facilities: The availability of hospitals (public owned or privately-owned) is fundamental for effective health care delivery. Across Africa, having a functional hospital to meet the health needs of the people will significantly reduce the burden of diseases.
- Monitoring and evaluation of health facilities performance: The collaboration between the public-private sectors can aid the Ministries of Health to properly monitor the activities of health facilities within different countries in Africa. Through “monitoring and regular process evaluation (which can be done) on a quarterly or bi-annual basis” (Lawal, 2014: 246) is essential for effective delivery to the people. That is, “when health facilities are well monitored, (African) governments will know what type of facilities are in operation” (Lawal, 2014: 246) within different states, local government districts and communities, what their needs are and how these can be met.
- Health advocacy through the mass and social media: Private radio stations and other forms of private media outlet can be used as partners for health education, literacy and advocacy. The mass media have been shown to be an effective tool for health communication whether in rural or urban areas. Therefore, across SSA both the public and private mass and social media outlets must partner to improve the flow of health information from the Ministries of Health to the people.
- Provision of equipment to hospitals: Having adequate equipment is central to improving the way the health workforce in Africa will deliver. The collective efforts of the government and its private sector within each country can work together in equipping the various hospitals across the continent.
- Health literacy, education and promotion: Health literacy programmes that are private sector led initiatives with the support of the government can work together to better educate, enlighten, inform, and promote better health initiatives for sub-Saharan Africans.
- Subsidizing health care services: Because health care is capital intensive and expensive to manage, the combined response of the government and its private sector is needed to subsidise health care services for the people. There is need for a combined pool from both the public-private aimed at reducing the cost of access to and utilisation of healthcare services whenever and wherever the need arise for the people of sub-

Saharan Africa. A public-private health financing framework for poor economies is a useful strategy that can proffer solutions and subsidise cost of health care to address the existing challenges associated with access to and utilisation of health services in Africa.

- Provision of health insurance: Adequate provision of health insurance for Africans and its health workforce is pertinent to the development of the health sector in Africa. Without insurance available to all Africans, people will be discouraged from utilising healthcare services even where and when available to them for use.
- Renewed corporate social responsibility to improve the health of communities in SSA: Because the private sector is profit oriented, companies can be encouraged to rethink their CSR policies and services. Many companies and private sector players can be encouraged to channel a huge part of their budget towards health care delivery. Because the health of a nation relies heavily on the capacity and capabilities of its health workforce, there is need for private sector players to focus and make health matters a top priority to improve the livelihoods of African across the continent.

All these are some ways in which public-private partnerships for health can work to improve human resources for health challenge in SSA. With a focus on the first three points mentioned above, governments and private sector can work together to improve the welfare of African through the provision of better health services hinged on an effective workforce. As a form of renewed corporate social responsibility, many private organisations can partner with the government to improve the health systems of African countries.

### **Revitalising Health Systems in Sub-Saharan Africa**

Most SSA countries are multicultural in nature and are comprised of people from diverse ethnic groups. For example in Nigeria, there are several ethnic groups in a country of over 180 million people (Edewor, Aluko and Folarin, 2014; PRB, 2017). Such a high population needs a health system that is effective, efficient, and responsive, and can meet their health needs whenever and wherever they live or work. But in reality this is not so as the health indicators in Nigeria show that maternal mortality is 820 (per 100,000 live births), and child mortality is 113 (under 5 per 1,000), life expectancy is 52 and the country has a high burden of disease (communicable and non-communicable). Hence, there is the need for

health systems strengthening in Nigeria other African countries with similar health indicators.

The need to revitalise health systems in Africa is urgent as focus should be placed on both its existing structures of health and agency of health. The structures of health in many African countries are not well developed as health facilities are lacking and even where available its human resources for health are inadequate. This is attributed to the shortage of health workers the continent suffers and poor implementation of health policies and agreements by its governments. Most structures of health in Africa operate health policies that do not meet the realities of their various countries. Even in Nigeria, the health system is still plagued by low political will to make healthcare a top priority by past governments. Therefore, the structures of health need to be revisited to become people-centred structures of health. Such should be instituted from the primary level of care to the tertiary level of care whether the individual visits a public or private health facility.

Second, the agency of health is where the human resources for health (health workforce) are placed in the social system of health care delivery. The agency of health begins from the Minister of Health in each African country through other actors in the ministries to the state ministries of health down to the local ministries and district level. Among the agency of health are the health workforce (doctors, nurses, midwives, laboratory scientist, pharmacist, allied professionals etc.), that make up the core of the agency of health in any country. In addition, to this cadre are the technocrats and policy makers engaged in issues of health care, while the consumers of health care services remain crucial to the dynamism in the composition of a country's agency of health. To revitalise the agency of health, there is need for proper and effective checks and balances on the activities of all actors except the final consumer. Proper supervision must be carried out at all times and enforced must be carried out to ensure that health workers stay committed to the ethics of the profession especially in a market structure where healthcare is given top priority as its obtainable in developed countries. The revitalise if SSA health systems must be approached from an holistic perspectives such that the structures of health and the agency of health can guarantee better health outcomes and health systems performance.

## Conclusion

The human resources for health challenge in sub-Saharan Africa at present appear herculean. But inherent in SSA lies innovative solutions to address

the health systems challenges that have become "public issues" that causes "private troubles" for many families in SSA. As suggested in this paper, there is need for new thinking to solve the human resources for health crisis to achieve better health outcomes for Africans. Despite the obvious realities and challenges facing SSA, which includes that of its human resources for health, a resilient health systems framework approach can offer some useful insights, a renovated public-private partnership for health model can be beneficial as a strategy to tackle this challenge. More so, the need to revitalise the current health system in many sub-Saharan African countries is urgent as suggested in this paper.

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## Forecasting how Crude Oil Export is Changing the Dynamics of the GDP of the Nigerian Economy 1970 – 2030

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### Abstract

*The study investigates the contribution of crude oil exportation on the future gross domestic product (GDP) and its impact on the economic performance of Nigeria, from 1970 to 2013. International trade has been a significant source of revenue for Nigeria; the study reveals that crude oil export has contributed to the improvement of the Nigerian economy. This study employs the Multiple Linear Regressions model (MLRM) and the Autoregressive Integrated Moving Average (ARIMA) model to test the structural relationship between oil exports and GDP of the Nigerian economy. Our results show that using the MLRM, most of our explanatory variables are significant and the model explains a high extent of the behavior of the Nigerian economy and its performance. This study has been organized into the following sections, with subsections in each of the parts. The introduction gives the purpose for the paper; the body will consist of the historical background of crude oil in Nigeria, the performances of the oil sector, the impacts of crude oil in the Nigeria economy, and overall GDP performance of Nigeria. The last section of the paper comprises of the conclusion based on the findings, insight into the economic question that was posed in the study, and some recommendations.*

**Keywords:** crude oil, export, oil sector, economy, GDP

### Introduction

The Nigerian economy has faced many challenges that have had a significant impact on the economic activities. Crude oil production in the south-south region, over the years, has been less than expected due to security challenges and global warming (floods) which has been occurring over the last few years. The non-oil sector (Agriculture, wholesale and retail trade) was most affected by the floods and weaker consumer demand. According to the NNPC, oil production was estimated at 2.37 Mbps during the year 2012, as against 2.48 mbpd produced in 2011. The 4.4% decline in crude oil production due to cases of oil theft and vandalization in the oil-producing areas.

According to the Banknote World Education, and if we fail to factor in per capita oil production, Nigeria is an Oil-rich nation which has been hobbled by political instability, corruption, inadequate infrastructure, and poor macroeconomic management. In 2008, it began pursuing economic reforms. Nigeria's former military rulers who ruled in the 60s through late 90s failed to diversify the economy away from its overdependence on the capital-intensive oil sector, which provides 95% of foreign exchange earnings and about 80% of budgetary revenues or is the mainstream [1]. Following the signing of an IMF agreement, in late

August 2000, Nigeria received a debt-restructuring deal from Paris, and a \$1 billion credit from the IMF, both contingent on economic reforms. Nigeria pulled out of its IMF program in 2002, after failing to meet spending and exchange rate targets over the set period, which made Nigeria ineligible for additional debt forgiveness from the Paris Club. In November 2005, Abuja won the Paris Club approval for a debt-relief deal that eliminated \$18 billion of debt in exchange for \$12 billion in payments a total package worth \$30 billion of Nigeria's total \$37 billion external debt.

Since 2008 the Nigerian government started to begin to show the political zeal to implement the open market policy recommended by the IMF which includes, but are not limited to the modernizing the banking system, removal of oil subsidies, and resolving regional disputes over the distribution of earnings from the oil industry. The Nigerian GDP rose sharply in 2007-2012 because of growth in non-oil sectors and robust global crude oil prices. According to yahoo news written by Ambassador Adebawale Adefuye and Stephen Hayes, the government is also working toward developing stronger public-private partnerships for all sectors of the economy.



The study aims to investigate the impact of crude oil export on the Nigerian economy by examining the factors that affect that crude oil production, price, and export; and to generate a model to estimate a 17-year forecast of GDP. Statistically, the direction and magnitude of the interdependent among the variables is of significant interest to the study and forms the basis for understanding the interaction between crude oil export and the economic performance of Nigeria. Such finding can illuminate why crude oil exports have in the past and presently plays a crucial and essential role in driving the economic performance of Nigeria.

### **Economic overview and performance**

With a population of about 186 million people, Nigeria accounts for 47% of West Africa's population and is also the largest economy. Nigeria is the largest oil exporter and has the largest natural gas reserves on the continent. The country has been on an ambitious reform path over the last 15 years; one of these paths focused on restructuring oil price and excess crude account. Responding to these reforms, the economy grows stronger between 2003 – 2008 with an average of 7.6% before the great recession of 2007. Nigeria is one of the first countries to adopt and implement the Extractive Industries Transparency Initiative (EITI) to improve governance and oil sector. The country became EITI compliant in 2011, and the power sector reform initiative was launched in 2005-2006, noting that an improved power sector is critical to address some developmental challenges.

Implementing these reforms is the major challenge faced by the Nigerian government. An implementation of a more open market system, property right enforcement, and diversifying the economy, will help mitigate weakness in the oil sector that could translate into complicated macroeconomic risks. The oil industry accounts for 90% of the nation's exports and roughly 75% of the consolidated budgetary revenues of the Nigerian economy. Any significant decline in oil output, together with weaker oil prices, and a decline in the agricultural sector of the economy, can be associated with a deficit in the nation's balance of payments account and shortfalls in its budgetary revenues. The short-term portfolio capital inflows that reportedly reached more than \$17 billion in 2012 has raised concerns, and the short-term inflows of capital have primarily been targeting the government bond market, with interest rates at 12-14%, leading to volatility in the market.

The declining oil revenues have placed increasing pressure on government budgets and expenditure.

The total federation revenues available for sharing by the three tiers of government fell short of projections by 20%. The balance of the fiscal reserve of the country (Excess Crude Account) declined from over \$9 billion in early 2013 to \$5 billion by mid-2013. Early indications from the 2014-2016 medium-term expenditure framework point towards a significant fiscal contraction in 2014. Structural reforms in utilities and agriculture appear to be paying at least some dividends, and the economy is moving towards its reform goals.

### **Background Literature**

The Nigerian oil industry is categorized into three main sub-sectors: up-stream, down-stream, and gas. The most problematic is the downstream sector, which is the distribution arm and connection with final consumers of refined petroleum product in the domestic economy. Oil production by Victor Company of Japan (JVC) accounts for about 95% of Nigeria's crude oil production, in which the NNPC has 60% stake. The over-dependence on oil has created a less diversified economy and has affected the overall GDP of Nigeria.

Nigeria has become more profound since the deregulation of the downstream segment of the Nigerian oil industry in 2003. The contribution is more glaring now with the recent rise in crude oil price at the global market. The study builds on the theoretical relationship between crude oil export. Nigeria GDP growth has gained much attention from different authors and has divided these authors into two groups, those that fail to reject the hypothesis "crude oil export has a positive impact on the economic performance of Nigeria" and those that reject the hypothesis. The Central Bank of Nigeria (CBN) last released the GDP outlook market study in 2016, which provides a thorough report that shows the performance of the Nigerian economy measured in GDP.

The CBN used these GDP reports and trends of other variables in the coming years and forecasted future GDP of the Nigerian economy up to 5 years, or even ten years, ahead. Most internet-based forecast reports and other experts predict the Nigerian GDP to be lower in the foreseeable future. The CBN's recent updates identify certain market trends that could render those predictions inaccurate. As economies recover, it is difficult to predict anything if investors still hold onto their assets or sell them. The CBN analyzes the Nigerian regional economic and financial trends that may affect investment in the Nigerian economy and affect GDP. A rising Consumer Price Index (CPI), GINI-index, appreciation of the dollar to Naira and decreasing

Human Development Index (HDI) has been of importance for influencing the GDP of the Nigerian economy. A higher CPI and a lower saving rate have reduced the Real Gross Domestic Product (RGDP) of the Nigerian economy in recent years. A higher output (export of crude oil production), better quality of products, and growing power industry are likely to lead to an increase in the GDP of the Nigerian economy.

Jung and Marshal (1985) argued that growth in real export tends to cause growth in RGDP for three reasons; first, an increase in export may reduce the binding foreign exchange constraint and allow an increase in productivity. Secondly, export growth may represent an increase in the demand for the country output and thus serve to increase RGDP; in Nigeria's case, an increase in demand for primary products in the international market will lead to an increase in the export of crude oil. Thirdly, export growth may result in enhanced efficiency and, thus, might lead to greater output.

Adam Smith (1776), In his book *An Inquiry into the Nature and Causes of the Wealth of a Nation*, said that the main mercantilist proposed the classical theory of international trade based on the "absolute advantage model." According to Smith, the stock of human, human-made, and natural resources, rather than the stock of precious metals, where the true wealth of a nation. He also argued that the wealth of a nation could be expanded if the government would abandon mercantilist control. David Ricardo (1817), Articulated the model of comparative advantage, which states that a country should specialize in the production of which she has in abundance and export the commodity, that is, the commodity that it can produce at the lowest relative cost.

Ajayi (1974), Emphasized that in developing economies, in which Nigeria is a typical example, the emphasis is always on fiscal policy rather than monetary policy. In his work, he estimated the variable of monetary and fiscal policies using OLS techniques and found that monetary influences are much larger and more predictable than fiscal influences. His result was confirmed with the use of beta coefficient that changes in monetary actions were greater than that of fiscal actions. In essence, greater reliance should be placed on monetary actions when it comes to the general performance of the Nigerian economy.

Betten and Hafer (1983), Discussed the relative effectiveness of the two stabilization policies in some developed countries. In their study, they found out that monetary action rather than fiscal actions

had a greater influence on the nominal GDP and nominal GNP of a country. Dr. Kingsley Moghalu (2012), The present Deputy Governor of the CBN, says that the financial system stability has stated that the rebasing of Nigerian Gross Domestic Product is a welcomed idea and is necessary and at the same time beneficial to the economy. Expectations from rebasing the GDP are high with sources citing that it can increase the size of the Nigerian economy by 40%; this increase will see Nigeria's earnings increase from \$250 billion to about \$350 billion.

### Methodology

For this study, yearly data was used from 1970 to 2013. The data used for the empirical analysis was collected from the CBN database and the World Bank database.

### Test of hypothesis

$$H_0 = 0$$

Where: crude oil export has a significant contribution to the GDP of the Nigerian economy.

$$H_1 \neq 0$$

Where: crude oil export has no significant contribution to the GDP of the Nigerian economy.

### Model

$$\ln y_i = \beta_0 + \beta_1 \ln Pop_i + \beta_2 \ln T_{R_i} + \beta_3 \ln Exp_i + \beta_4 \ln C_{BA_i} + \varepsilon_i \dots (1)$$

$$\ln y_{fi} = \beta_0 + \beta_1 \ln Pop_{fi} + \beta_2 \ln T_{R_{fi}} + \beta_3 \ln Exp_{fi} + \beta_4 \ln C_{BA_{fi}} + \varepsilon_i \dots (2)$$

Where:

$y_i$  = Real Gross Domestic Product

$y_{fi}$  = Forecasted Real Gross Domestic Product

$Pop_i$  = Total Population

$Pop_{fi}$  = Forecasted Total Population

$T_{R_i}$  = Total Reserve (Gold and USD)

$T_{R_{fi}}$  = Forecasted Total Reserve (Gold and USD)

$Exp_i$  = Total export of goods and services (Non-crude oil)

$Exp_{fi}$  = Forecasted Total export of good and services (non-crude oil)

$C_{BA_i}$  = Crude oil production barrels per day

$C_{BA_{fi}}$  = Crude oil production barrels per day

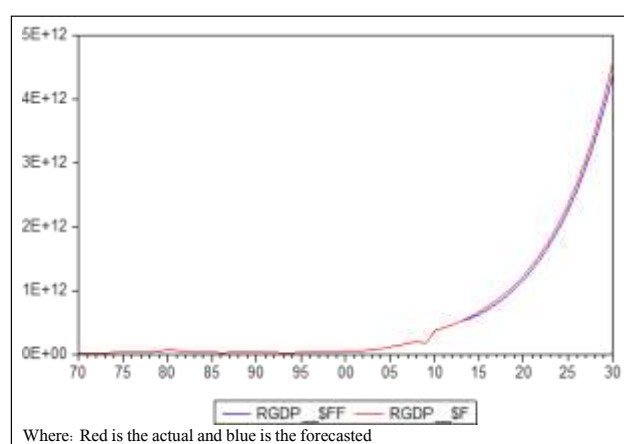
$\varepsilon_i$  = Error term

**Table 1: Model 1-Results**

	$\beta$	t- stat (P-value)	Std Error	R <sup>2</sup> (Adj)			
	16.515	4.312 (0.0001)	3.829	.92 (.91)			
$\ln Pop_i$	-0.465	-1.704 (0.096)	0.273				
$\ln T_{R_i}$	0.106	1.066 (0.292)	0.099				
$\ln Exp_i$	0.847	6.444 (0.000)	0.131				
$\beta_4 \ln C_{BA_i}$	-0.719	-2.221 (0.032)	0.323				

**Model 2-Results AR (1) AR (2) AR (3)**

	7.03E+10	2 (0.050)	3.51e+10	.99 (.99)	0.623	0.231	0.4088
$\ln Pop_{fi}$	-1097.845	-3.007 (0.004)	365.05				
$\ln T_{R_{fi}}$	-1.436	-3.982 (0.000)	0.360				
$\ln Exp_{fi}$	1.663	9.308 (0.000)	0.178				
$\ln C_{BA_{fi}}$	9584699.0	0.912 (0.366)	10508528				

**Figure 1: Actual Real Gross Domestic Product and Forecasted Real Gross Domestic Product**

### Results and findings

All the variables used in this study contained unit roots in their level form, as revealed by the ADF test. This is corrected by using the first differences of the variables while building the model. The White's test also reveals heteroscedasticity present in the model, which was also corrected for, using the HAC filter. Adding more variables into the model, such as demand and supply of money, NNPC excess crude account, and total refined crude oil import will improve the model and make the forecasts more reliable also, the use of monthly data would give better results than the annual data these are gaps that can be filled by future researchers.

High fluctuation in the country has made many investors skeptical of investing in Nigeria. Oil prices also affect RGDP as they increase. RGDP increases also show a positive relationship between oil price and RGDP of the Nigeria economy. Also, the performance of the Nigerian stock market also

affects the RGDP as an investment alternative, which affects the economy.

As the Nigerian economy starts to recover from the recent financial crisis and the dollar depreciates, it can be expected that RGDP of the Nigerian economy will follow an upward trend in years to come, even though it has had a slow growth over the last year. However, this rise in RGDP also depends on how quickly other profitable investment alternatives are available. Money supply should be more regulated, and the level of available liquidity in the general economy.

The regression output in Table one, the two significant variables are the  $Exp_i$  and  $C_{BA_i}$ . Our  $R^2$  is moderate enough at a 92%, and the DW is 0.72.  $Exp_i$  and  $C_{BA_i}$  have a positive impact on the  $\gamma_i$ . This would be expected because when the crisis in an economy goes down, productivity will increase. As a result, net foreign assets will also increase, and domestic credit will go up due to business optimism, also known as the animal spirit of the market. On the other hand, a one percent increase in the  $\ln Pop_i$  will cause the Nigerian  $\ln \gamma_i$  to decrease by 46.5%; a one percent increase in the  $\ln T_{R_i}$  of the Nigerian economy will cause  $\ln \gamma_i$  to increase by 10.6%; a one percent increase in  $\ln Exp_i$  in the Nigerian economy will cause the  $\ln \gamma_i$  to increase by 84.7%; a one percent increase in the  $\ln C_{BA_i}$  will cause  $\ln \gamma_i$  of the Nigerian economy to reduce by 71.9%.

### Recommendations

First, it's recommended that the government increase its investment in the utility and transportation sector

of the economy, to facilitate production and distribution of goods and services. Second, commercial and investment banks active in the region, support by private and public investment in STEM education will help in revamping the economy. Third, the development of a well-structured economic framework for the distribution of domestic gas-to-power sales and gas improvement project will help significantly, in increasing the gas-based generation capacity in the nation. Four, to increase more federal grants and loans to the agricultural sector of the economy. Community-driven development programs will improve the productivity level, income, and welfare of farmers in the nation. Five, an improvement in the healthcare services will save more lives in the region and improve the economic development status of the nation. Finally, an improvement in the quality of primary, secondary, and post-secondary education will be valuable.

The Strategy reform should focus on the improvement of governance in the nation and maintaining and growing the non-oil sector industry. Governance should cover six areas: transparency, accountability, participation, capacity development, judicial reform, and democratic governance. All these will help in strengthening the government systems and property rights.

### Conclusion

The recent volatility in the Nigerian economy has shown, there is a need for accurate RGDP forecast for investors, producers, and the public, which is why some firms worldwide are involved in the process. RGDP is mostly used to measure the overall performance of a country and how it grows. As the RGDP of the Nigerian economy has been increasing in value over the years, Nigeria has been an alternative place for investors. Without any dynamics out of sample, forecasting is not feasible in the current model. Hence, further development of the model inclusive of demand and supply factors would have better value as it can better forecast out of sample, which is one of the most critical information required for all stakeholders affected by the overall performance of the Nigerian economy. GDP, though widely tracked, may not be the most relevant summary of the economic performance for all economies, especially when production occurs at the expense of consuming capital stock. While GDP estimates based on production approach, which is

more reliable than estimates compiled from the income or expenditure side, various countries use different definitions, methods, and reporting standards for GDP. World Bank staff review the quality of national accounts data and sometimes adjust improve consistency with international guidelines.

Nevertheless, significant discrepancies remain between international standards and actual practice. Many statistical offices, especially those in third world countries, face severe limitations in the resources, time, training, and budgets required to produce reliable and comprehensive series of national accounts statistics and accurate statistical data for research. Among the difficulties faced by these nations, the unreported economic activity also takes place in the secondary economy. In emerging markets, a large share of agricultural output is either not exchanged, because it is consumed by household or traded using the barter exchange method.

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## Challenges in the Implementation of Environmental Protection Laws in Nigeria

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### Abstract

*The paper examined the implementation of environmental protection laws in Nigeria. It was observed that Nigerian cities and rural areas are environmentally distressed owing to disregard for environmental protection laws. Implementing environmental protection laws in Nigeria is difficult because they are not based on available knowledge regarding pre-conditions for successful implementation. Legal technicalities involved in their enforcement result in non-observance of the laws. The paper recommended the appointment of knowledgeable people that can independently operate without political interference to overhaul the present legal framework on environmental protection through the making of environmental policy decisions which are based on available knowledge regarding pre-conditions for successful implementation. Government need to step up its awareness campaign to inform the people, multinational companies and industrialists on the need to protect the environment and the legal consequences if they fail to fully observe the laws. The people affected by environmental pollution and degradation should be assisted by government to enforce their rights based on domestic laws, international conventions and agreements.*

**Keywords:** *Environment, Pollution, Degradation, Pseudo policy, Symbolic policy*

### Introduction

Intervention of governments in the protection of the environment is a universal phenomenon and regulation through laws is a major instrument. In Nigeria, there has been a great deal of concern among academic researchers, informed opinion leaders and contemporary policy makers on the effectiveness of the plethora of environmental laws in our statute books. These concerns are due to the fact that several communities in the different states of the federation have been bedeviled by myriad of environmental problems. A recent report on the state of global air for 2016 published by the health effects institute (HEI), indicates that air quality in Nigeria and at least 10 other countries is among the deadliest anywhere on earth. Nigeria currently has the highest burden of fatalities from air pollution in Africa and 4<sup>th</sup> highest in the world with 150 deaths per 100,000 people attributable to pollution (See Vanguard, September 1, 2018).

The Nigeria environment is increasingly been polluted and degraded. However, just as the cases and incidences of environmental pollution are increasing so also has governmental actions taken to deal with various problems are on the increase.

Successive governments in Nigeria have enacted several laws to ensure a clean and healthy environment. Notably, the Federal Environmental Protection Agency Act, Cap 131, LFN (1990), provides for the protection and development of the environment in general as well as environmental technology respectively and to establish such environmental criteria, guidelines, specifications or standards for the protection of Nigeria's air, interstate water as may be necessary to protect the health and welfare of the population from environmental degradation and to establish procedures for industrial activities in order to minimize damage to the environment from such activities.

The Petroleum Act Cap 350, LFN (1990) provides for the Prevention of pollution of water courses and the atmosphere. It empowers the Minister in charge of Petroleum Resources, to make regulations for such prevention. Under the law licensee or lessee is expected to adopt all practical precautions including the provision for up to date equipment to prevent the pollution of inland waters, rivers, water courses of territorial waters of Nigeria or the high seas by oil, mud or other fluids or substances which might contaminate the waters, banks or shore line or which

might cause harm or destruction to fresh water or marine life, and where such a pollution has occurred, to take prompt and adequate steps to control it, and if possible end the effects of the pollution. Similarly, the Oil in Navigable Waters Act Cap 337, LFN (1990); gives the Minister in charge of the ministry of environment the express powers to make appropriate regulations requiring Nigerian ships to be fitted with equipment that will prevent or reduce the discharge of oil and mixtures containing oil into the sea.

For Nigerians, the question that calls for an answer is: how effective has the applications of these laws been in addressing the environmental challenges that have continued to bedevil the nation? The increase in cases of environmental pollution has resulted in the need to look at how environmental protection laws in Nigeria are implemented. Policy implementation is an important component of the policy making process (Dye, 2011). There seems to be serious problem with the implementation of environmental protection laws in Nigeria. Under the relevant Act, gas flaring was to have ceased by January 1, 1994 yet it has continued unabated even as at 2018, twenty four years after. Curiously, the National Assembly recently enacted a new Act for the regulation and control of gas flaring in Nigeria. The protection of the Nation's Environment is the responsibility of the Federal Ministry of Environment or its agency, the Federal Environmental Protection Agency (FEPA) established by The Federal Environmental Protection Agency Act, of 1990. FEPA is the primary administrative agency saddled with the implementation of environmental protection laws in Nigeria, but the courts are also involved to put environmental protection laws into effect. States also have their own laws, agencies and programs as it relates to environmental protection.

This paper seeks to explain why the various environmental protection laws are not effectively implemented to achieve the goal of a clean and healthy environment in Nigeria. Various issues in the implementation of environmental protection laws in Nigeria will be identified and discussed. Finally, we shall make some suggestions or recommendations to achieve improvement in the implementation of environmental protection laws in Nigeria and consequently achieve better protection of the Nigeria environment. The environment is the source of sustenance for humanity and others that depend on it for survival. It should be protected and kept clean. How this can be achieved in Nigeria through the instrumentality of the law is the focus of this presentation.

## Conceptual Clarifications

### Policy implementation

Policy implementation entails the efforts to put a policy into effect. It involves the day-to-day activities of the programs, laws, rules, or orders (public policies) that have emerged from the adoption stage of the policy process. Once adopted, policies begin to manifest into programmes and institutional frameworks that can attract the necessary appropriation for their implementation. The implementation stage of the policy process is quite important because without application, the policy has no effect. Besides, the effect of a policy may be greatly changed during the implementation stage. Government programmes can be implemented in two general ways. The relevant government institution or ministry by itself or any of its agencies can carry out the delivery of service necessary to put the law into effect, or the bureaucracy may oversee a private contractor that is hired to provide the service (Rahm, 2004).

### Environment

A plethora of definitions of the concept of environment exist in the literature. They range from the sweeping and general to the sophisticated, technical and specific. Controversies exist about its definition because it covers a wide range of ecological issues. For a layman, the definition may not be more than his surroundings where he dwells at any given time. However, in the definition of environment technically, the question of man and his surroundings do not play a prominent role. According to Ikhide (2007):

*"Environment has a lot more to do than with the conditions that we live in and work in. One may not work in the seas or oceans and for that reason the sea or ocean may not be defined by the individual so involved to be covered by the term environment"*

The Black's Law Dictionary defined environment *inter alia*:

*"The totality of physical, economic, cultural, aesthetic and social circumstances and factors which surround and affect the desirability and value of property and which also affect the quality of people's lives. The surrounding conditions influences or forces which influence or modify."*

The Federal Environmental Protection Agency Act, Cap 131 LFN 1990 defined it *inter alia*: "Environment includes water, air, land and all plants and human beings or animals living therein and the inter-relationship which exist among these or any of them." In the same vein, Section 20 of the Constitution of the Federal Republic of Nigeria 1999 as amended, states: "The state shall protect and improve the



environment and safeguard the water, air and land, forest and wildlife of Nigeria”.

From the above definitions, it is obvious that the term ‘environment covers very broad areas including value, culture, economic, surrounding conditions, forces and aesthetic factors among others. Above all the environment is the source of sustenance for humanity and others that depend on it for survival.

### **Environmental Degradation**

Environmental degradation entails the deterioration of the physical environment through human various activities by the displacement of natural landmarks and the introduction of wastes and/or pollutants into the air, or upon land or water or the atmosphere (Odogbor, 2005). Pollutants and Wastes include injurious, poisonous, toxic or noxious substances. They could be of such quality as to subject any person to the risk of death, fatal injury or incurable impairment of physical or mental health.

### **Theoretical Framework**

The symbolic and pseudo policy making analytical model (Edelman, 1964) was utilized in this work. This analytical model link policy implementation to the circumstances surrounding the emergence of policies and programmes. Pseudo and symbolic policy elements tend to manifest in political systems where actors have loosely defined roles. The rationality of the entire system is often conflicting with interest groups (agricultural, industrial, environmental, housing sector etc) that have a political self-interest to defend. Professional and personal motives combine to bias bureaucrats towards expanding the powers and functions of their agencies and increasing their budgets, especially their discretionary funds. Apart from this, policy-makers have to make decisions even when they are not certain of what to do or pressured by lack of time and relevant knowledge. One common reaction (on their part) is to try to buy time for consideration and rethinking. They are thereby often making policies of symbolic and pseudo types which will help them scale through their political difficulties but which for the time being are not going to affect directly the distribution of goods and services (Achime, 1987).

Symbolic policies are characterized by decisions which are not intended to be fully implemented, while pseudo policies are characterized by decisions which are not based on available knowledge regarding pre-conditions for successful implementation and therefore often very hard (or impossible) to carry out (Edelman, 1964).

This paper will demonstrate how the preceding theoretical construct applies to the formulation and

implementation of environmental laws in Nigerian. It is argued that policy making and particularly policy making concerning environmental protection in Nigeria is characterized by an increase of pseudo and symbolic policies. There is a noticeable tendency towards policy decisions which are never intended to be fully implemented. Another trend is to make decisions which are not based on available knowledge regarding pre conditions for successful implementation and therefore usually hard to execute. There have always been some deviations between the publicly stated political goals and the more complex and difficult reality known only to insiders. Such a divergence is inherent in Nigeria political system. Nigerian Politicians (policy-makers), bureaucrats, and interest groups representatives can witness that this gap between what is said in public and what is known in inner circles has grown. An implication is that a large proportion of the decisions (made by national, state and local authorities) are not implemented or difficult to implement. The policy making process in Nigeria is increasingly characterized by absence of consideration of facts critical for policy failure or success. Consequently, despite all the domestic legal regimes, international conventions and agreements and other measures put in place to protect the Nigeria environment, it remains polluted and degraded.

### **Literature Review**

The first real legislation on environmental issue in Nigeria is the Federal Environmental Protection Act, Cap 13, LFN 1990. The law was actually first enacted in 1988, in panic, uncoordinated and fire brigade response to the dumping of harmful waste in Koko, Delta State. Nigeria is also a signatory to several international conventions and agreements for the control and protection of environment globally. Such conventions and agreements include but not limited to: International Convention for The Prevention of The Pollution Of The Sea by Oil, Convention of The High Sea, Convention on The Continental Shelf, International Convention on Civil Liability for Oil Population Damage, International Convention on The Establishment of An International Funds for Oil Pollution Damage, Convention on The Prevention of Marine Pollution by Dumping Waste And Other Matters, Vienna convention on the protection of the ozone layer, Agreement on the River Niger Commission and the Navigation and Transport on the River Niger. Some of the environmental laws and their purposes are indicated in the table 1.

**Table 1: Statutes for the Control and Protection of Environment in Nigeria**

Statutes/Year of Commencement	Aims	Remarks
Oil in Navigable Waters Act, Cap 337, LFN 1990. Enacted for the first time in 1968.	Designed to deal with the prevention of oil pollution in Nigeria, implement the terms of the International Convention for the prevention of pollution of the Sea by oil, make provisions for such prevention in the navigable waters of Nigeria.	Section 1 prohibits the discharge of oil, fuel oil, lubricating oil, a mixture containing oil and heavy diesel oil into the sea areas from any vessel or from any place on land or from any apparatus used in transferring oil or to any vessel. Sea areas include all sea areas within 50 miles from land and outside the waters of Nigeria, the Minister is given express powers to make appropriate regulations requiring Nigerian ships to be fitted with equipment that will prevent or reduce the discharge of oil and mixtures containing oil into the sea. S.1 of the Territorial Waters Act (Cap. 4228) LFN 1990 also empowers the Surveyors to carry out tests for the purpose of ascertaining whether such fittings comply with the regulations.
Petroleum Act (Cap 350, LFN 1990).	Prevention of pollution of water courses and the atmosphere.	S. 9(1)(b)(iii) empowers the Minister in charge of Petroleum Resources, power to make regulations for such prevention. The Minister subsequently made the Petroleum (Drilling and Production) Regulations by which licensee or lessee is expected to adopt all practical precautions including the provision for up to date equipment to prevent the pollution of inland waters, rivers, water courses of territorial waters of Nigeria or the high seas by oil, mud or other fluids or substances which might contaminate the waters, banks or shore line or which might cause harm or destruction to fresh water or marine life, and where such a pollution has occurred, to take prompt and adequate steps to control it, and if possible end the effects of the pollution.
Oil Terminal Dues Act (Cap 339, LFN 1990)	To prevent the discharge of oil into any part of the sea from a pipeline, vessel or as a result of any operation for the evacuation of oil, except at an oil terminal.	When any of such discharge is done, the owner of the pipeline or vessel or the person in charge of the operation shall be guilty of an offence under S.3 of the oil in Navigable Act.
Federal Environmental Protection Agency Act, Cap 131, LFN 1990.	Protection and development of the environment in general and environmental technology and to establish such environmental criteria, guidelines, specifications or standards for the protection of Nigeria's air, interstate water as may be necessary to protect the health and welfare of the population from environmental degradation and to establish procedures for industrial activities in order to minimize damage to the environment from such activities.	S.20 of the Act prohibits the discharge in such harmful quantities of any hazardous substance into the air, or upon land or water or Nigeria or adjoining shorelines except as permitted or authorized by any law in force in Nigeria. However, the Act does not place a blanket prohibition on the discharge of substance. The mere discharge of oil upon water does not create liability under the Act unless it is shown that the quantity so discharged is of harmful quantity. Its duties are now being administered directly by the Federal Ministry of Environment.
Harmful Waste (Special Criminal Provision Act, Cap. 165, LFN 1990)	Prohibition of all activities relating to purchase, sale, transit, transportation, deposit and storage of harmful wastes.	Under the Act, it is an offence to carry deposit or dump harmful waste on any land in Nigeria or in Nigerian territorial waters, contiguous zone or exclusive economic zone without lawful authority or to transport, import, sell or buy harmful waste. Wastes include injurious, poisonous, toxic or noxious substances if the waste is of such quality as to subject any person to the risk of death, fatal injury or incurable impairment of physical or mental health. The Act was a reaction to the 1988 dumping of toxic waste at Koko Town in Delta State in Nigeria and also to curb the increasing rate of trans boundary movement of hazardous wastes.

Statutes/Year of Commencement	Aims	Remarks
Sea Fisheries Act, It was promulgated first as Decree No. 71 of 1992.	Protection of water resources, sea fisheries and sea water quality.	It prohibits navigation in any motor fishing boat within the territorial waters of Nigeria without licence. It also prohibits the catching or destruction of any fish within the territorial waters of Nigeria by the use of any noxious or poisonous matter or by use of any explosive substance.
Criminal Code, Cap 77 LFN 1990	Prohibits the corruption or fouling the water, any spring, stream, well, tank, reservoir or place so as to render it less fit for the purpose of which it is ordinarily used.	S.234(e) makes it an offence for any person to deliberately divert or obstruct the course of any navigable water so as to diminish its convenience for purposes of navigation
Associated Gas Re-Injection Act, Cap 26, LFN 1990	Control of environmental pollution in Nigeria, especially to curb the incidence of natural gas flaring which have serious environmental consequences	It compels every company producing oil and gas in Nigeria to submit preliminary programmes of gas reinjection. Under the Act, gas flaring was to have ceased by January 1, 1994 yet it has continued unabated even as at 2018, twenty four years after.

**Source:** Ikhide (2007) "*Environmental Protection Law*", pp.39-56.

### Issues in Environmental Protection in Nigeria

As Nigeria assumed modern status, growth in population and urbanization, successive administrations saw the need to focus on the issue of environmental protection. Initially they merely saw environmental issues in terms of natural beauty and scenic preservation. Declaring the observance of special or specific environmental sanitation days within specific times became common. To be sure, Governments in Nigeria have since independence in 1960 embarked on several actions including legislations to protect the environment.

The discovery of crude oil in the country completely changed the narrative as it relates to environmental protection in Nigeria. Crude oil production was accompanied by economic activities marked by unprecedented environmental degradation in air, and water quality; pesticide use and contamination of the air, water and land; and, in general, degraded landscapes. The enormous and far reaching damaging and disruptive effects of environmental pollution and degradation in Nigeria especially in the Niger Delta Region (NDR) where petroleum is explored and exploited necessitated a more holistic intervention of governments in the protection of the environment. The extraction of crude oil, often damage the local and regional environment. Acid drainage from mine tailings or the large water requirement for steam-extraction of oil from tar sands are prominent examples.

For late Ken Saro-wiwa:

"the presence of oil in the NDR has created an ecological war in which no blood is spilled, no bones are broken, no one is maimed, but men, women and children die, flora, fauna and fish perish; soil and water are poisoned, and finally the land and its inhabitants die." Cited in Onosode, (2003).

Oil spills have resulted in massive devastation and disasters such as the one that happened in Jesse, a town near Oghara in Delta State where scores of persons died while scooping oil, including the destruction of water habitats and land (Amnesty International 2009, Centre for Population & Environmental Development 2007, Iyayi, 2010).

Oil spillages and consequent pollution of both surface and underground water resources are common occurrences in the NDR. Water pollution poses a serious health challenge in Nigeria, especially where the vast majority of the people live and where they depend mostly on common pool water resources such as rivers, streams, lakes, and ponds for their sustenance (Kerapeletswe, & Lovett, 2001). According to the United Nations Environment Programme UNEP (2004) water shortages in regions like the Niger Delta (NDR) are also caused by the irreversible degradation of the ecosystem. More often than not, the people are frustrated and resort to protestations and violence (Osumah, 2015).

The above scenario plays out in virtually all parts of Nigeria where industrial activities are carried out. Effluents and harmful liquid wastes from corporate entities and transnational corporations (TNCS) flow

out of the refinery into water sources, during the process of refining and production of agro-chemical products causing serious health hazards.

According to a 2016 World Health Organisation report, Onitsha, Kaduna, Aba and Umuahia were among four of the 20 African cities with the worst air quality in the world. Motor vehicles in urban areas have multiplied inordinately resulting in rapidly expanding use of liquid fuels by motor vehicles and the introduction of wastes into the atmosphere (Vanguard, September 1, 2018).

Gas flaring, worn out generators and vehicles with poorly-tuned engines are belching out smoke of noxious emissions, making the air as toxic on the streets as it is unhealthy in the kitchen at home where kerosene stove burns sooty flames almost around the clock. There is acute smog problem resulting from air pollution in several Nigeria cities particularly in Lagos, Delta and Rivers States.

Air pollution tends to reduce the resistance of the lungs, thus creating a predisposition for acute pulmonary diseases and accelerating the course of tuberculosis. There were 150 deaths per age-standardized deaths per 100,000 people attributable to air pollution in Nigeria in 2016 (the latest year of available data), compared to high industrialized countries like China, 117 deaths per 100,000 people; Russia, 62 deaths per 100,000 people; Germany, 22 deaths per 100,000 people; United Kingdom, 21 deaths per 100,000 people; the United States, 21 deaths per 100,000 people; Japan 13 deaths per 100,000 people and Canada, 12 deaths per 100,000 people (Vanguard, September 1, 2018).

There is also the international dimension to the problem of environmental protection in Nigeria. There are reported cases of toxic waste dumping on Nigeria soil. In June, 1988 about 4,000 tons of toxic waste from Italy was dumped in Kokoin Delta State. The waste which was imported by an Italian businessman Gianfranco Raffaelli, was stored on the property of a Nigerian citizen Sunday Nana who was paid \$100 per month as rental for the storage of 8000 drums of hazardous waste. Only after an Italian ship and several Italian citizens were seized by the Nigerian authority did the Italian government agree to remove the waste and returned it to Italy. A substantial number of 150 Nigerians employed in the cleanup exercise were hospitalized with several chemical burns, nausea, vomiting blood and coma. Nigeria spent an estimated \$1 million on the clean-up (Mpanya, 1992).

Nigeria now has laws that have banned waste imports and provides for penalties against importers of hazardous materials. Pan-African organizations, such as the AU and ECOWAS, have issued

international conventions and agreements (with stringent fines and penalties) against the importation of toxic waste into Africa. Several laws including the recently enacted Act by the National Assembly for the regulation and control of gas flaring in Nigeria, Niger Delta Regional Development Master Plan, Niger Delta Environmental Survey (NDES), Environmental Impact Assessment carried out in various parts of Nigeria, international conventions and agreements and other measures that have been put in place for addressing environmental challenges, appeared not to have yielded much results due to implementation problems.

Thus Nigeria cities are littered with hazardous wastes despite the fact it is an offence to deposit or dump harmful waste on any land in Nigeria or in Nigerian territorial waters, contiguous zone or exclusive economic zone without lawful authority or to transport, import, sell or buy harmful wastes.

### **Making Claims under Relevant Environmental Laws in Nigeria**

Environmental pollution and degradation have become a reoccurring decimal in Nigeria with little or no sign of abating. Nigerian cities are environmentally distressed owing to disregard for environmental laws especially by multinational companies and industrialists who in most cases escape the legal consequences of their actions. Environmental regulations and enforcement in Nigeria are lax; people are more exposed, to air pollution but less able to protect themselves from exposure either in the open, in the workplace or at home. On many occasions the issue in oil related exploration and exploitation requires legal decisions over claims for damages which may include compensation for the negative externalities from the degrading of the environment from resource exploitation as well as the cost of economic adjustment when resources are exhausted.

Making claims under the relevant environmental protection laws in Nigeria is very complicated and full of technicalities. Most of the laws require expensive scientific proof or engagement of experts. This constitutes a herculean or difficult task for the government not to talk of poor individuals and communities, compared to multi-national companies with several departments with highly skilled professionals and technical experts. Notably S.20 of the Oil Terminal Dues Act (Cap.339, LFN1990) prohibits the discharge in such harmful quantities of any hazardous substance into the air, or upon land or water or Nigeria or adjoining shorelines except as permitted or authorized by any law in force in Nigeria. However, the Act does not place a blanket

prohibition on the discharge of substance. The mere discharge of oil upon water does not create liability under the Act unless it is shown that the quantity so discharged is of harmful quantity. Its duties are now being administered directly by the Federal Ministry of Environment. At least 54 people associated with the Koko scandal were jailed.

Claims under the relevant environmental pollution and degradation laws in Nigeria fall under two major categories namely negligence and duty of care. For a plaintiff or complainant to make a claim due to negligence on the part of the defendant, he may rely on the doctrine of *res ipsa loquitur*, that is 'the things speaks for itself' or what is popularly called 'seeing is believing' in local parlance. See the cases of *Shell Petroleum Development Co. Ltd v. Anaro* (2001), FWLR (pt 50) 1815 and *Shell Petroleum Development Co. Ltd V Amachree* (2002), FWLR (pt 139) 1654. However, result to this doctrine is not necessarily to prove negligence but to shift the burden of proof to the defendant that the injury resulting from his action was not due to negligence. See the cases of *Scott v. London & St. Katherrin's Docks Co*, (1865), ER 665 as per Erie L.J., & *Akintola v. Guffanti & Co. Ltd*. (1975) 5 CCHCJ, 671.

Another instance where a plaintiff may claim damages due to negligence is when a person or a corporate body lawfully brings or keeps anything onto a land which may become dangerous if it enters or escapes into a neighbouring land without being properly and promptly attended to. See the rule in *Rylands v. Fletcher* (1868) LR 3HL 330. This liability standard has been employed severally in environment related cases especially in the NDR where oil prospecting companies laid their pipes carrying crude oil across the land occupied by various communities. See the cases of *Umudje v. Shell BP Petroleum Development Co. of Nigeria Ltd* (2001) FWLR (pt 50) 1815 & *Otoko v. SPDC Nig. Ltd*. (1990) 6 NWLR. However, there are exceptions to this rule such as when the consent of the plaintiff is obtained, default of the plaintiff, act of God and a stranger (sabotage or mischief) and statutory stipulations.

Enforcing a claim in negligence has several challenges such as: the complainant must prove his case beyond all reasonable doubt that the defendant owed him a duty of care, he suffered damage as a result of the breach of the said duty, the thing that caused the damage was under the control of the defendant absolutely and/or under the control of his servants, the accident would not ordinarily have occurred if there was no negligence on the defendant's part, if the damage is remote or has no causal connection between the damage suffered by the plaintiff and the activities of the defendant, where

the damage involves more than one tortfeasor (defendant) in a given case (*Fairchild v. Glenhaven* (2002), 3 ALL ER 305 involving three appeals), the act must be the proximate cause of the damage (*Shell Petroleum Development Co. of Nigeria Ltd v. Otoko* (1990), NWLR (pt 159) AT 725e, the cause of damage was due to sabotage or malicious act, that is, not directly linked to the defendant, *issue of locus standi*, that is, evidence to show that the damage affected the plaintiff directly and not a damage affecting the generality of the people (*Amos v. Shell BP Development Co. Ltd.*, (1974), ECSLR 486, the plaintiffs lost their case on this ground). In legal realm, this is regarded as busy body or an interloper. However, in the case of *Adediran v. Interland Transport Ltd*, (1992) 9 NWLR (pt. 34) 155, the Supreme Court allowed the plaintiffs to sue in respect of public nuisance, as per Karibi-Whyte (JSC), Other exceptions include: jurisdictional issues (*Shell Petroleum Development Co. Ltd v. Isaiah* (2001) FWLR (pt 56) 608, limited time fixed for commencement of action (NNPC Act fixed the period of limitation of actions for twelve months and any claim filed outside this period duration would be statute barred except the breach is of continuous nature) *NNPC v. Sele*, (2004) 5 NWLR (Pt. 886), 379, Requirement of pre-action notice to be served before any action can be commenced (*Amadi v. SPDC* (2000) 5 WRN 47.

Where the plaintiff fails to establish just one of the above elements, his case may fail irreversibly (*Makwe V Nwukor*, (2001) FWLR (Pt. 63) 1. Moreover, the quantum or amount to be claimed may not be stated by statute, thus left at the discretion of the judge. For instance Regulation 17 (1)(c)(ii) of the Petroleum (Drilling and Production) did not define fair and adequate compensation.

Where an act of negligence affects the environment but causes no damage or only pecuniary damage to the plaintiff, he may not be able to also make a claim. The law also expects him to commence his action for claim by pleading properly and proving properly (by sufficient proof) that the defendant is liable (*Okonkwo v Guinness (Nigeria) Ltd*, (1980) 1 PLR 593). Under the burden of proof, the plaintiff is expected to obtain certain facts from those he sues. What has indeed, become obvious is that environmental laws in Nigeria are characterized by pseudo and symbolic policy elements.

### Summary and Recommendations

The manner in which the Nigeria environment is polluted and degraded has elicited divergent views and reactions. Nigeria has enacted several domestic laws and also signed several international

conventions and agreements in the efforts aimed at ensuring a protected and preserved environment for her citizens. Yet Nigerians are daily affected by environmental pollution and degradation due to non-observance of the laws by the people, multinational companies and industrialists. Those saddled with implementation lack the political will to strictly enforce the laws. Legal technicalities involve in their enforcement tend to also hinders effectiveness.

The phenomenon of environmental pollution has not been tackled holistically in Nigeria. The present practice of depending solely on legal frameworks that are hurriedly put together during emergencies or adopting conventions that are not clear to policy implementers in the country needs to change. While developed nations have been taking actions to make their environment clean and healthy, Nigeria is still very much behind as revealed in death rate recently reported by the relevant observers. Nigeria produces more than 3 million tons of waste annually, and uncontrolled waste burning is one of the practices. Consequently, air qualities in most parts of the country continue to deteriorate. Today, almost every Nigerian is exposed to air pollution levels exceeding WHO guidelines.

Ultimately, to deal with the problem of environmental pollution in Nigeria; a number of actions must be taken to address present lacunas. The implementation of the relevant laws is very critical. We recommend that the present legal framework as regard environmental protection in Nigeria should be completely overhauled through appointment of knowledgeable people that should be able to independently operate without political interference and make environmental policy decisions which are based on available knowledge regarding pre-conditions for successful implementation of environmental laws. The country must design appropriate environmental policies that can take advantage of international regulations to strengthen domestic efforts at protecting the environment.

Adequate awareness and education should be given on the existence of environmental protection laws and penalties for their breach. Government need to step up its awareness campaign to inform the people, multinational companies and industrialists on the need to protect the environment and the legal consequences if they fail to fully observe the laws. This campaign should entail a massive environmental education program not only to inform people about the immediate and long-term effects of environmental pollution on their lives but also on the need for the citizens to be free to express their views and perception on environmental issues. The

campaign should reach the masses and the local cadre of environmental activities, journalists, and top officials.

The people affected by environmental pollution and degradation should be assisted by government to enforce their rights based on domestic laws, international conventions and agreements. Most of the environmental protection laws require expensive scientific proof or engagement of experts to enforce compliance. This may constitute a difficult task for a common or poor individual, compared to multinational companies with several departments with highly skilled professionals and technical experts.

FEPA needs to improve on its capacity to monitor the production and disposal of toxic wastes in the country. They can and should make connections with major international associations to increase capacity to act against violations of environmental regulations and to prosecute violators in the courts of law, even if they are government agencies.

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### Statutes

- (1) *Associated Gas Re-Injection Act, Cap 26, LFN 1990* (2) *Criminal Code, Cap 771 LFN 1990* (3) *Harmful Waste Special Criminal Provision Act, Cap. 165, LFN 1990* (4) *Oil in Navigable Waters Act, Cap 337, LFN 1990* (5) *Oil Terminal Dues Act (Cap 339, LFN 1990)* (6) *Petroleum Act (Cap 350, LFN 1990)* (7) *Regulation 17 (1)(c)(ii), Petroleum (Drilling and Production)* (8) *Sea Fisheries Act, Promulgated first as Decree No. 71 of 1992*.

## A Mid-Term Analysis of President Muhammadu Buhari's Change Agenda on Sustainable Peace and Development in Nigeria

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### Abstract

*The emergence of Alhaji Muhammadu Buhari as President of the Federal Republic of Nigeria in May 2015 with the 'change' slogan raised the aspirations of the citizenry for good governance, due to high rate of poverty, unemployment, militancy and terrorism among others. The state of fulfilment of electoral promises in terms of speedy socio-economic development and enduring peace motivated this study to review mid-term performance of the administration. The study adopted a descriptive design relying on secondary data sources. It found that the 'war against terrorism' has recorded significant success but the emergence of herdsmen violence has constituted security challenges like Boko Haram. It was found that the war against corruption has not been reasonably won. Efforts have been geared towards enhancing agricultural production which is expected to generate employment and reduce poverty but the herdsmen violence has been a constraint. The study concluded that in spite of moderate achievements recorded by the government, the effects have not significantly transformed the lives of the citizenry in view of high rate of poverty and unemployment and increasing restiveness nationally. It recommended that the war against corruption must not be selective or politically motivated. The study further recommended the need to boost agriculture by creating enabling environment to make agriculture attractive; enhanced storage facilities and create markets for finished products. Efforts should equally be geared towards industrialization rather than consumers of finished product. Lastly, it recommended inclusive arrangement in the distribution of values is the best way of ensuring lasting peace.*

**Key words:** Change agenda, good governance, peace, conflict, sustainable development

### Introduction

There has been a divided opinion in respect of the performance of President Muhammad Buhari in his first two years in office. To a large extent, the division manifested along political and religious divide while the present security and economic situation formed the basis of analysis. There is no doubt that President Buhari came in at a time when the dollar rate fell from \$150 to \$30 and the security situation with the onslaught of Boko Haram, herdsmen, Indigenous People of Biafra (IPOB), kidnappers and Badoo boys were ravaging the nation occasioning massive loss of lives and property.

The Jonathan Administration has been severely criticized for its inability to stem the tide of hydra-headed corruption, poverty, unemployment and glaring weakness demonstrated in curbing security challenges. Therefore, the hope was high by 2015 that Buhari would be able to reverse the ugly tide and institute an inclusive administration that would give priority to human security provisioning.

The need to restore the lost hope of Nigeria with a view of ensuring good governance led to the support of the significant majority of the electorate in spite of

allegation of electoral fraud in favour of the All Progressive Congress (APC) that sponsored Muhammadu Buhari to emerge as the winner.

Prominent among the electioneering campaign issues that this paper will examine were his avowed pledge to security of lives and property due to multi-dimensional security changes such as Boko Haram onslaught, herdsmen violence, ethnic militia, militancy, kidnapping and armed robbery among numerous others. Inclusive in the pledge is the determination to revamp the economy and improve transparency in government by waging war against corruption that has turned out to be a hydra-headed monster.

To achieve the stated objectives, a descriptive research design was adopted that relied on secondary data sources such as relevant text books, journals, Internet materials and documentary evidences. The paper was challenged as the issues under interrogation is a social type of which opinions could be divided on ethnic or religious background of the authors of the information used but such were critically interrogated to minimize sentiment.



### Theoretical Framework

The study adopted needs theory to capture the expectations of Nigerians in voting for 'Change Agenda' of President Buhari and Principal-Agent Model to evaluate the fulfilment of such citizenry expectation.

### The Human Needs Theories

Human Needs Theory was popularized among others by Maslow (1973), Burton (1990), Rosenberg (2003) and Max-Neef (2012) with multi-dimensional applications to different situations. Hence, it was an old explanation to contemporary issues as reflected by McLellan (2000: 102). According to Coate, and Rosati (2012), the theory evolved due to insufficient explanations in separate discipline concerning social problems but gained acceptability in many disciplines including development and peace researches.

Burton (1990) apply the theory to the indispensability of certain basic needs which demand satisfaction to some level in order to maintain relative peace or resolve conflicts. For Maslow (1973), the basic assumptions of the theory are connected to human development which in Maslow (1954) brought under physiological, safety, belongingness/love, esteem, and self-actualization. Maslow in effect argues that "human needs are arranged in a hierarchy in terms of their potency and each human being is trying to meet needs on a certain level at any one time". Maker (2003) adds that it emphasizes common humanity.

Rosenberg (2003) groups the needs and noted that our education and culture often alienate us from connecting with our real needs, and through nonviolent communication, our needs and others' needs could be connected. Max-Neef developed 'Human Scale Development proposal' that concentrated on meeting the basic human needs, encouraging increasing levels of self-reliance, and the construction of organic articulations of people with nature and technology, of global processes with local activity, the personal with the social, planning with autonomy, and of civil society with the state. The idea that humans have needs whose satisfaction is the only way to appreciating governance and removing discontentment or alienation is *rather old* as found by Mellan (2012: 102). The implication is that the theory is largely relevant to daily needs of man and the need to derive satisfaction from the provision.

The prevalence of diverse explanation or definition of human needs is a serious set-back in general application of the needs theory. If it is based on perception which is subjective, its unification to give focus to the application of the theory will

become a herculean task. The issue associated with perception further raises the constraints associated with prioritizing needs as found in Maslow's position. The proposal for dialogue could also be considered as excessive exaggeration of the usefulness of the theory. However, it is beyond doubt that the blocked needs constitute a source of threat and if not met either by government or other individuals or agencies responsible could constitute or breed disaffection which if not properly managed could hinder peace and security which are partly the reason for the existence of government.

The theory is therefore considered relevant to the analysis of Buhari's government midterm performance since government exists to meet the basic needs of the citizenry in its unique duty of allocating values authoritatively. Essentially, the theory is believed to have wider application to meet specific needs inclusive but not limited to economic development and peace and conflict situations. When applied to conflict or security situation, it directs attention to the sources and what could be done that each of the parties could be satisfied. The theory however does not provide sufficient explanation for determining the performance of government which calls for the examination of accountability theory.

### Principal – Agent Model

Accountability is a complex term as it means different thing to different people. It originated in accounting and significantly reflected in the works of Francis (1994), Taylor (2004), Davidson, (1992), McKernan (2007) and in relating with argument stemming from coherentism to direct realism. Deeper insight into the concept gained momentum as economic and developmental issues are subjected to financial scrutiny and accountability. Theisohn (2007: 74) argues that "it is not contestable that improving accountability is an effective strategy for development".

To underpin accountability in the public sector, among other theories such as New Public Management (NPM) Frameworks or Neo-Institutional Economics (NIE) Frameworks, this study adopts Principal-Agent Models. The principal-agency framework was credited to Ross (1973) and Mitnick (1973). Ross focuses on economic theory of agency, and Mitnick on the institutional theory of agency independently in 1972.

The tenet of the theory is that the government of a state is controlled by a *benevolent dictator* who serves as the principal that has the responsibility to control the apparatus of government refers to as *agency* as well as the citizens, the *stakeholder*.

Banfield (1975) and Becker, (1983) among others observe that the principal is expected to act with integrity in the management of the resources at his disposal. By implication, public official whether elected or appointed is supposed to be held accountable when the costs associated with official wrong doings are more than the benefits according to Becker (1968).

With specific reference to Nigeria in, a state with elected legislators, it is assumed that among other institutions they are expected to check the excesses of the principals based on *trust* placed on them by the citizen in order to ensure affordable delivery of good and services. The weakness of this approach as noted by Akpanuko and Asogwa (2013) is that in deeply corrupt nations like Nigeria, government rules and regulations are made flexible and easily manipulated to serve the interest of powerful individuals or designed in such a way to facilitate unearned income in form of bribes or outright theft of public resources. In addition, laws are designed to be abused or breached while punishment is easily evaded.

This explains why Akpanuko and Asogwa (2013) further note that the decision to compromise accountability and abate corruption is a function of many factors. These include but not limited to sources of campaign fund, access to information by voters, the ease of voting out corrupt official and integrity of the institutions that enforce accountability including the judicial system. In spite of the prevalence of negative tendencies, the theory provides a window of opportunity to justify the need for accountability in governance. In addition, the evaluation of the performance of the Buhari's administration is partly an informal way of determining the success or otherwise of the government.

### **Mid-Term Evaluation of Buhari Administration**

The manifesto of President Muhammed Buhari as presented in 2014 provided a medium of evaluation among others of the mid-term performance of his administration. These include securing the nation, prospering the people, changing the pattern of politics and governance, resolving deep rooted conflicts, building the economy as well as the infrastructural base for development. Others are enhancing human capital development and environmental sustainability.

The essence is not that of merely comparing the performance of Buhari's administration with the immediate past but to a large extent with international standard.

### **Security**

Lippmann (1943: 40) argues that national security is guaranteed "when it does not have to sacrifice its legitimate interests to avoid war and is able if challenged to maintain them by war" while Wolfers (1962) posits that security viewed from an objective sense measures, is "the absence of threats to acquired values, in a subjective sense, the absence of fear that such values will be attacked". Jordan and Taylor (1981: 3) provided an expanded view that national security which spans beyond protection from physical harm, but extended to protection of vital economic and political interests. They opine that failure to achieve this might "threaten fundamental values and the vitality of the state". It is against this background that Buhari's administration in terms of security provisioning shall be evaluated.

Muhammadu Buhari assumed office in 2015 when security challenge dotted the map of Africa leading to classification of Nigeria as one of the most insecure nations globally (Wars in the World, 2016). Alao and Iyanda (2017) observed that Boko Haram alone claimed more than 23,000 lives from 2010-2015. The Nigeria Watch, Fifth Report on violence in Nigeria (2015) reported that 22,544 lives were lost on account of violence in Nigeria in 2014 while 17, 024 were recorded in 2015. The IDM (2014) reported that 3,300,000 Nigerians were internally displaced. These excluded the restiveness in the Niger Delta, ethno-religious violence, kidnapping for ransom and armed robbery that cut across Nigeria. The ravaging of the herdsmen against native farmers constitute a security challenge equal or worse in intensity with the Boko Haram.

The Nigeria Watch Project Fifth Report on violence (2015) noted that the Boko Haram attacks and military operations accounted for about 50% of the total 17,024 death reported in 2015 (Alao and Iyanda, 2017). The War in the World (2015) classified Nigeria among the 65 hot spots of war in the world excluding other deaths occasioned by religious, ethnic and political violence. The Movement against Fulani Occupation (2016) reported that the Herdsmen/indigene violence in Benue State alone caused 1, 252 death between 2013 to July 2016. The SMB Intelligence (2017), noted that the Herdsmen and native farmer violence turned out to be the most dangerous threat to national security in 2016, claiming more than 2,000 native farmers and covering 19 out of the 36 states of the Federation.

Between 2011 and 2014, Olufemi, and Akinwumi (2015) observed that an unprecedented N1.488 trillion was spent on armaments. de Villiers, (2015) corroborate by noting that in spite of the huge

military spending, over 4,600 Nigerians lost their lives to violence within the first 2 months of 2015.

Aside the mayhem unleashed by the Boko Haram sect, Ibrahim (2017) observed that 2, 627 persons were kidnapped in Nigeria between 2011- 2016. Hence, some people view kidnapping as one of the fastest growing nefarious businesses in Nigeria. In Lagos state alone, Akoni and Olowoopejo (2016) stated that 51 persons were kidnapped, 246 persons murdered, 542 vehicles stolen and 486 armed robbery suspects arrested between December 2015 and November 2016. They however highlighted that 179 crime cases were also prevented due to swift response of the Police operatives.

The analysis of the SBM (2017) here presented gives the picture of security situation in Nigeria in 2016.

**Table 1: Attacks and Fatalities in Three Categories of Security Challenges in 2016**

Agencies of Attack	Average no of fatalities per attack	Incidences	Fatalities
Boko Haram Terrorism	Reduced to 17%	44%	38%
Pastoral conflict- Cattle Rustling	39	7%	15%
Herdsmen	30	29%%	44%
Niger Delta Oil Militancy	3	20%	3%

**Source:** Adapted from SBM Intelligence (2017)

A critical analysis of the security situation in Nigeria since the emergence of President Buhari as presented by SBM (2017) revealed that the striking power of Boko Haram has been drastically reduced. This therefore implies the reduction of the deadly strike by the group who now concentrate their efforts on soft targets. Table 1 above revealed that as there was the reduction in the striking power of Boko Haram, new waves of security threats were emerging. The moderate achievement was achieved as a result of mobilization of international support and fostering stronger ties with countries and institution such United States, the United Kingdom, France and Germany, Economic Community of West African States (ECOWAS), the African Union (AU), the United Nations (UN), and others. These ties further manifested in revamping the Multinational Joint Task Force (MNJTF) comprising troops from Nigeria and Chad, Niger, Cameroon and Benin. In effect, the 14 Local Government Areas previously over run by the Boko Haram insurgents were liberated while the

much dreaded Sambisa forest is now under Nigeria military control since December 2016.

The Herdsmen violence in the Middle Belt, Boko-Haraminsurgency in the North East, Niger Delta Avengers in the South-South and Indigenous People of Biafra (IPOB) in the South East, all have heated the entire land scape. While President Buhari was away for medical treatment abroad, the Vice-President, Yemi Osibanjo in his capacity made remarkable moves which is yielding result in finding peaceful resolution to the multi-dimensional security threats. However there still requires much to be done in achieving lasting peace in every part of the country.

The Buhari led-administration has demonstrated capability to cope to some extent with security challenges through the provision of arms and ammunition, recruitment and training for the military. However, has not been able to meet the aspirations of the citizenry in terms of human and national security, as the herdsmen violence, kidnapping and armed robbery are still security challenges as dangerous as Boko Haram.

### Economy

The goal of Buhari's administration as contained in its manifesto presented in 2015 is to ensure rapid socio-economic transformation of Nigeria through improving on the epileptic power supply, over dependence on crude oil as the primary source of income, multi-dimensional approaches to solving transportation challenges, embark on industrialization of the nation, reduce poverty and unemployment and concentrated attention on enhancing the agricultural potential of Nigeria.

The policies put in place to facilitate the ease of doing business include the inauguration of the Presidential Enabling Business Environment Council by President Buhari in August 2016 with a view of implementing a 60 National Action Plan between February and April 2017. These include eliminating lawyers' engagement for Small and Medium Sized Enterprises (SMEs) to prepare registration documents, Simplification of Visa on Arrival (VoA) Process. Others include but not limited to Central Bank, Customs and banks 72 hours mandate to process Net Export Proceeds forms; and Pre-Shipment Inspection Agencies (PIAs) requirement to issue Certificate of Clean Inspection (CCI) within 3 days. The policies targeted intending business owners with view of growing the economy and achieving sustainable development (Vanguard, Special Report (2017).

By the time the administration President Buhari assumed office, the nation started feeling the effects

of economic crisis, greed, corruption and over reliance on crude oil as the primary source of revenue. Rufai (2017) noted that crude oil sold for \$122 per barrel as at June 2014 while as at May 2017 it fell to \$65. The implication is that the economic growth slowed down to 3 percent as against 6 percent in 2014 which cannot but affect the pace of growth of the economy.

On power supply which is often seen as the engine for development, Godknows Igali, the Permanent Secretary, Ministry of Mines and Power as cited in Premium Times (2015), stated that as at May 1, 2015, the nation generated only 2800 MW as against the installed capacity of 7000 MW due to vandalism. But by May 2017, the Nigeria Electricity reported that power supply had increased by 11 percent totaling 3,811 MW. Ironically, the United Kingdom with less than 1/3 of Nigeria population generates 338,000,000 MW and Japan has 995,000,000 MW which are fully utilized. As a measure to boost power supply, among others, two Consortium of Chinese Companies, CNEEC and Sino Hydro Power are currently working on Zungeru Dam with a view of generating additional 700 MW. But this is a far cry from the transformation expected in the power sector. This might have informed the report of the Senate Proceeding by Umore (2017) that there was no hope for Nigeria getting out the power crisis into which she finds herself. The question begging for answer is, what informed the relatively stable power supply within the first two months of Buhari's administration and the reversal to status quo since then?

With specific reference to Human Development Index (HDI) ranking of Nigeria, according to UNDP (2017), Nigeria is ranked 152 out of 188 UN member nations as at April 2016, the position it maintained till May 2017. Though the report revealed that the nation improved from 2005-2015 (from 0.466 to 0.527) it fared poorly when compared with other countries. For instance, Seychelles recorded the highest index of 0.806, Mauritius 0.737, Libya 0.769, Algeria with 0.736; while Namibia, Kenya and South Africa recorded higher rates of between 0.6- 0.63, when compared with Nigeria with abundance of human and natural resources.

As components of HDI, this paper examined issues such as longevity, knowledge, and standard of living. With specific reference to longevity, according to CIA World Factbook (2017), Nigeria ranked 14<sup>th</sup> with Mali globally in terms of death rate as at 2016 with 12.7 in 1000 recording one of the poorest in Africa while Algeria had 4.3 Death Rate (deaths/1,000 population) 2017. When compared with

other African countries, Togo had 7.1 while Tunisia 6.0 persons per 1000 deaths.

Odunsi (2017) noted that Nigerian life expectancy increased to 53.05 years. This is considered incredibly low when compared with that of America with 78.94 years according to World Health Organisation (WHO) (2016). Though the United Nations Development Programme (UNDP) Economic Advisor for Nigeria, Ojijo Odhiambo in the same report noted that Nigeria was improving like other nations but it might be counter-productive to rely on marginal increase but to compare the national statistics with the global average. This will definitely reflect that the nation is either doing well or not. In addition, Yusuf cited in Daniel (2017: 1) has observed that:

*"Nigeria has one of the highest numbers of newborn deaths in Africa, with a neonatal mortality rate of 37 per 1,000 live births and approximately 250,000 deaths occurring every year. ... One in every 15 babies born in Nigeria will die before their first birthday and about one in eight before their fifth birthday".*

It might be intellectually weak to limit the performance of this administration to its achievement when compared with that of immediate past administration. It would rather be safe to compare it with international standards of good governance. The WHO (2017) reported that the infant mortality rate has decreased from 63 deaths per 1000 live births in 1990 to 32 deaths per 1000 live births in 2015. However, the Minister of Health, Adebimpe Adebayo under Buhari in a Channel New Track Television programme of July 18, 2017 revealed that 1000 children in Nigeria died before their 5<sup>th</sup> birthday, while eleven million children are malnourished in the country. This agrees with the position of Dr. Florence Oni, the United Nations International Children's Fund (UNICEF) representative in Nigeria as reported by Uagbaje, (2016) who predicted that malnutrition would increase in Nigeria in the years following.

When compared with the global unemployment rate as at 2017 which stood at 5.8 percent, it can be rightly concluded that more efforts are needed in this direction to minimize youth unemployment as this sometimes leads to youth restiveness and the ease of such groups to commit crime. This might explain why young, active educated youths are now engaging in cybercrime and other informal self-economic alternatives such as kidnapping, armed robbery, theft and sale of crude oil, militancy, prostitution (Osah, Ogundiwin and Eti, 2017).

According to National Bureau of Statistics (2017), the inflation rate in Nigeria stood at 16.25 percent in 2017. This is a reflection of bad economy when compared with that of Switzerland that recorded 0.48, China 1.5, Germany 1.49, Canada 1.32 while that of Ghana as at June 2017 was 12.10 per cent and South Africa rose to 5.3 percent in April 2017 (Trading Economics, 2017).

With specific reference to ensuring food security, the study rightly noted that Mr. Buhari disclosed that the country was incurring about one trillion Naira for the importation of food items which ordinarily could be produced locally which actually led to the depletion of foreign reserves. The situation had been made critical due to downward trend in oil revenue globally. To achieve the goal of food security, the administration launched Anchors Borrowers Programme (ABP) in November 2015. Through the Central Bank of Nigeria, the sum of N40 billion from the N220 billion Micro, Small and Medium Enterprises Development Fund for farmers at a single-digit interest rate of 9 per cent was set aside. The presidential Fertilizer initiative was believed to have brought down the price of fertilizer down by 30 percent. According to Vanguard (2017), it was reported that agriculture recorded a growth of 4.11 per cent in 2016 and importation of rice was said to have crashed from 580,000 MT in 2015 to 58,000MT in 2016.

While these programmes were commendable the market survey of daily consumables in the last quarter of 2016 and first quarter of 2017 indicated that the prices of food generally rose between 100-200 percent. For instance, 50 Kg bag of rice rose from N8000 to N24000 and gari (cassava flour) rose from N300 to N1000. In a survey carried out by Premium Times (2016) in Kebbi State, it was found that farmers alleged the manipulation of the beneficiaries list by the official of the State government as names of friends, family members and political cronies who are neither farmers, nor intending farmers, eventually turned up in behalf of the beneficiaries though the allegation was denied by the state government.

The state of the nation's economy might have informed Obasanjo in Ndujihe and Ajayi, (2016) to observe that: "the problem today is that it is doubtful if the current administrative system is imbued with right mix of skills and values to successfully implement a well-articulated programme of change". No statement could summarize the state of the economy in Nigeria better than the analysis by the Vice president Yemi Osinbajo reported by Adetayo, (2016) that the population of Nigeria as at January 1, 2016 was 184, 635 million, out of which

110 million were living in poverty. By implication about 60 per cent were poor. The figure was said to have risen to 112 million as at October, 2016 according to Vanguard (2016). Hence, this study argues that very little has been achieved with respect to economic development as the expectations of many Nigerians are now turning into frustration.

### Corruption

Corruption is a global matter and not limited to Nigeria. While war against corruption constitutes the third pillar of President Buhari's program based on his antecedent while as a military Head of State (1984-1986) and his life style, Nigeria was believed to be pathologically corrupt as elements of corruption manifested in every facet of societal life. Accordingly, the Chairman of the Independent Corrupt Practices Commission (ICPC) in a media chat on Monday 13th February 2017, he noted that:

*"The Commission made a recovery of 8.7 billion from multiple sources while a total of 124 vehicles were recovered from officials of Subsidy Reinvestment and Empowerment Program (Sure-P) and the Federal Ministry of Water Resources. Out of the 124 vehicles, 40 had been handed over to the Federal Ministry of Water Resource"*

It was further stated that 70 cases were filed in court, 11 convictions secured while 303 cases were on-going. According to Enogholase, (2017) quoting the Head, Public Relations, EFCC, South-South zone, Mr. Oluwale Oladele, "the EFCC secured a total of 1,500 convictions between 2015-2016. Among the highly placed personalities arrested and tried or undergoing trial include Col. Sambo Dasuki, and Alex Badeh among others in connection with the \$2.1million arms deal while the Senate President, Bukola Saraki was among those tried by the Code of Conduct Tribunal for false declaration of assets. In a public release published by the Federal Ministry of Information, it revealed that the:

*"government successfully retrieved total cash amount N78,325,354,631.82, \$185,119,584.61, £3,508,355.46 and €11, 250 between May 29, 2015 and May 25, 2016... under interim forfeiture, which were a combination of cash and assets, during the same period: N126,563,481,095.43, \$9,090,243,920.15, £2,484,447.55 and €303,399.17"*

The public release further, anticipated repatriation from foreign countries amounted to \$321,316,726.1, £6,900,000 and €11,826.11. The Whistleblowing initiative introduced by the Federal Ministry of Finance is said to have yielded about \$160m and N8

billion recoveries of stolen funds within just within two months of its operation even though the whistle has stopped blowing.

Among the critics of Buhari's war against corruption is Aribisaa cited in Obiajuru, (2016) stating that the war against corruption was directed against Peoples Democratic Party members. As for Dr Tanko Yakassai, he referred to the war as a mere deception. Okoeguale Eugene in Rufai (2017) noted that there is nothing to celebrate, and that Mr. Buhari's presidency has only shown that it is not too different from past administrations and concluding by saying "I give up on Nigeria, they (government and the ruling party, APC) have nothing to offer other than pain and suffering, ... adding that Mr. Buhari's presidency has only shown that it is not too different from past administrations". On the other hand, Mohammed Adamu in Rufai (2017) said that "although, there are some weaknesses, at least, issues of security, fight against corruption, N-power programme, deserve celebration."

The difficulty in getting highly placed personality convicted on technical issues such as the case of Bukola Saraki is to a large extent, casting doubt on the seriousness of the war. In addition, it is been alleged that the judiciary is not operating on the same page with the executive which manifested in the trial and recall of judges alleged of corruption. As at 2014, the Corruption Perception Index ranked Nigeria as 136th most corrupt nation out of 175 nation covered in the exercise. This, did not change positively even in the 2016 rankings conducted by Transparency International. The implication is that there has not been significant effect of the war against corruption as corruption is seriously fighting back and there is the likelihood of its winning if more action is not injected to the process.

#### 4. Conclusion

This paper concluded that in spite of the concerted effort of Buhari administration to wage war on terrorism, corruption and to revamp the economy, very little achievement has been recorded so far as this has led to increasing disappointment by significant majority of the electorates particularly those who held to the fulfilment of his "Change Agenda". This could have informed the position of CIA World Factbook (2017) that

"economic diversification and strong growth have not translated into a significant decline in poverty levels, however-over 62% of Nigeria's 182 million people still live in abject poverty. Despite its strong fundamentals, oil-rich Nigeria has been hobbled by inadequate power supply, lack of infrastructure, delays in the passage of legislative reforms, an inefficient property registration system, restrictive

trade policies, an inconsistent regulatory environment, a slow and ineffective judicial system, unreliable dispute resolution mechanisms, insecurity, and pervasive corruption. Regulatory constraints and security risks have limited new investment in oil and natural gas, and Nigeria's oil production has contracted every year since 2012. Because of lower oil prices, GDP growth in 2015 fell to around 3%, and government revenues declined, while the non-oil sector also contracted due to economic policy uncertainties".

#### Recommendations

The paper recommended in view of daunting challenges bedeviling the nation and the less than satisfactory performance of Buhari-led administration that:

1. The war against corruption that is deep rooted and already fighting back should be approached through creation of an enduring institution that will block every loopholes through which corruption thrives rather than invasion of home, social media hype that is increasingly coming unpopular and culprits are using the weak legal system as escape route.
2. There is the need for further revamping of our judicial system to curb corruption at high levels as judiciary is the last hope of the citizenry which is already found to be weak and corrupt through which criminals obtained stay of execution or frivolous injunctions.
3. It is recommended that the economic team of the President is inactive and weak while the nation is tired of blame game directed at previous governments. The government should assiduously focus on agricultural development that has the capacity to guarantee employment opportunity and a spring board for industrialization. This will curb youth restiveness while introduction of modern ranches can end the herdsmen/farmers conflict, ensure enduring peace and enhance productivity in all sector of the economy.
4. There is the urgent need to effectively secure Nigeria's border, of which there are about 1400 illegal routes through which illegal immigrant such as herdsmen and Boko Haram foot soldiers penetrate into the nation and check illegal transfer of light arms and small weapons.
5. The security agencies should be purged of bad eggs while the needed equipment and motivation be provided to enhance their productivity.
6. Massive public enlightenment is required as security provisioning is the responsibility of every citizen and government in an inclusive manner.

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## Rationalizing the Transformational Order in Performing Arts

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### Abstract

*Theatre, over the years, has been said to be the reflection of life. Sociologically, theatre or art maintains an essential role in the existence of a people. Thus, it is culture-bound and culture-oriented. The theatre is an avenue where various artistic personnel of different professional backgrounds converge with their respective works, with the aim of assessing, evaluating and creating a befitting piece. "Performing arts subsume artistic presentations such as music, dance, drama, recital, storytelling folklores, acrobatics and other cultural events, which are of significance to a particular people within a particular society. Cultural and its Manifestations: Also, "performing arts encompass artistry that is expressed, for example, dance, drama, musical performances etc..." However, the realization of what is particularly artistic has several shapes, forms and perhaps stages. This paper analyses Hegel's philosophical submission on the rational being rendered sensible in relation to appearance, form and content. With Fredrick Hegel's statement a spring board, this paper explicates the various developmental stages involved in the apparent discovery and identification of an art work in most appropriate manner and submitted a reflecting and transformational order and discovery process involved in the realization of an art piece.*

**Key Words:** Rationalization, Performing Arts, Design, The Slaver Wife, Director

### Introduction

#### **Conceptualization of Arts**

The definitions of what art is, or should be, seem to be as numerous as the sand on a seashore. Plato, Aristotle and Plotinus saw art as an imitation of reality. For Plotinus, art should be beautiful; Joshua Reynolds held that art was an enlargement, not an imitation of nature; while Ernst Cassier proposed art to be a symbolic form. Theodore Greene submits that "Art is an interpretation of reality expressed in a distinctive way". From the various assertions on arts, Rudolf (1974) has quickly observed that "Art is the most concrete thing in the world". Throughout the ages, art has played a crucial role in life. Believably, culture certainly comprises more than art, but art has played a dominant role in sustenance and propagation of culture. Art is powerful, because it can convey so much information, through a self-created language. Art is essential to human survival because it provides guidance and support for the mechanism essential to survival – The mind. On a more philosophical, deep and critical note Harold Williams notes that:

*It is difficult to imagine a society without the arts. What dark and empty souls would populate an environment without paintings, statues, architecture, drama, music, dances, or*

*poems. The arts define what is meant by civilization. They are part of the foundation and the framework of culture. There is no better time to discuss and foreground the virtues of the arts to civilization than this age. The arts are a major avenue of refining our humanity. (Harold Williams, 1995 in Ackley Anne, 2000, p. 171).*

Deducting from Harold Williams' submission, Art could be said to be truly universal as it primarily reaffirms one's values and being. Its practice then implies the selective recreation of reality according to an artist's metaphysical disposition. Thus, for the sole fact that the mind operates according to its nature, reason and logic, the artist must present his message in an intelligible format, as it is useless otherwise. Naturally, art must be appreciable without the aid of the artist or guide book. This makes art intelligible – an art must speak for itself.

Objectively, any work of art tends to define or redefine life in utmost sincerity. It has come to the fore, that a significant goal of arts is the contribution to knowledge. A kind of knowledge that virtually cuts across creative understanding to the totality of man's existence. Therefore, the world becomes fertile through the embrace and appreciation of art by humans. Noteworthy, art is not a kind of knowledge;

rather, when an artist perceives and interprets reality, he does acquire knowledge. Art then further modifies one's knowledge of interpretation.

Furthermore, in as much as art requires an artist to have credible sense to absorb; to carve; to transform; and ability to think fast in every situation; he is bound by the notion of experience. To a large extent, experience determines the foresight which an artist can ever attain. As a result, this experience could be in two forms— Environmental factor and Psychological imperative.

Environmental factor being a form of artistic experience implies that, when an artist expresses himself in his art, he simultaneously and necessarily expresses certain aspects of the environment that has shaped him. On a peculiar note, all works of art contain subject-matter, which is reflected by the world as the artist has gradually assimilated in the development of self-personality. Thus, “no artist can create on their own, apart from any outside stimuli, a work of art” (Saidu, 2012, p. 54).

On the other hand, unlike the environmental factor which is general in nature, the psychological imperative particularly dwells on the artist's ability to reconcile his experience with self and others (especially at a most personal and reflective level); thereby creating a piece through it.

## The Theatre

### Components and elements of activity

As it has been earlier noted at the prefatory stage of this paper that the theatre is an avenue where various artistic personnel of different professional backgrounds converge with their respective works in order to produce a work of art, it becomes crystal clear that, art is a work in process or a process within a process. The concerned personnel may include “the actor, director, managers, carpenter, tailor, technician,...light designer and audience among others (Olawunmi, 2009, p. iv). In this regard, the collective essence of art is required to be fully deployed. As an integral mechanism for the actualization of an art work, purposeful collaboration should not be in any way compromised. This is because “the art of the theatre in its manifold possibilities can be most absorbing not only in the years of learning the basics but in the arena of performance and production” (Adelugba, 2010, p. 9). This could be observed through critical analysis of the role of the playwright (stage of conceiving) through to the audience (stage of consumption).

Playwriting is said to be a personal, emotional and subjective art. As such, a playwright writes to fill a vacuum. Just as Achebe (1986, p. vi) metaphorically refers that “playwriting is like filling

the open gap in a book shelf”. Relatively, the book shelf is the society; the open gap is the social vice; while the play is a correctional statement. “Playwriting is an investigative immersion into the human psyche and environment to harvest and represent the human condition for critical evaluation directed to edify the human soul” (Binebai, 2013, p. 427).

Often times, the playwright may choose to be essentially original or think upon an existing work, thereby creating an insight from such work. As a raw creative material, “a play is a letter from the playwright to the director, actors and other members of the production informing them of a particular vision of his or hers (Yerima, 2003, p. 15). Here, the playwright becomes an ideologist and (creative) designer – set, lights, properties, make-up, costume and more. This is because, before or during the process of writing, the playwright has consciously buried his creative prowess in the grave of constructive illumination. Here, he creates in his mind, a particular type of stage for his work; his inner sight designs character/characterization; he pictures the scenic requirements. These and some more performance requirements are what the playwright usually stipulates on the opening leaves of his work or at the beginning of each scene/situation/movement. In some cases, especially in African context, the playwright adopts the eclectic artistic nature, by infusing songs and dances in his creative piece. This paper shall therefore make a reference to a particular performance, and attempt a critical review of Sam Ukala's *The Slave Wife*.

### Synopsis of the slave wife

*The Slave Wife* is the story of a jealous wife, who struggles to maintain her privileged position in a polygamous royal home through overt and covert means. Ogiso, the Oba of Idu, is anxious to sire a male child who will inherit the throne from him. He enlists the support of his chiefs, and most especially that of Obi, the one-eyed oraclist, who after consulting his oracle, tells Oba Ogiso to marry one of his slaves. Apparently, this has not solved the problem, because as Oba Ogiso tells Obu:

*Oba Ogiso: The slave you asked me to marry, I have married. The blood of my body has fattened her buttocks not her belly. No heir has been born, and this kingdom will be deceived no more. (Ukala, 1982, p. 5).*

And thereafter, Obu consults his oracles and tells Oba Ogiso their directive, that he feeds his ancestors and his wives with “mashed yams”, and that the wife who eats the alligator pepper, which the Oba hides in

the yam, shall give him a son. Hence, the necessary ritual is performed, and after sometime, the Oba's wives indeed become pregnant, and as it is the tradition, they are sent out of the palace to give birth. The enslaved wife, Igbon, suffers all forms of humiliation and deprivation in the palace. Her elevation from slavery to the status of a wife of the Oba does not lessen her yoke. The entire palace and the people of Idu see her as a slave and treat her as such. The Oba and his chiefs mock her elevation to the status of a wife, which in reality she is not. Igbon's composure and action are condescending, however, in the end, the enslaved wife gives birth to a son, who Alahin attempts to destroy. And it is not until the miraculous arrival of her son and her subsequent elevation does Igbon exert her position as a royal wife. She warns Alahin, her major prosecutor, with confidence and a sense of authority in the trial scene. After the chiefs have pronounced the judgment of guilt on Alahin to the effect that nothing short of her blood will cleanse the land. In this dramatic situation, the contempt is unmistakable, but in the end, Igbon is indeed, the Oba's wife.

### Directorial Responsibilities

#### Functions and relationship with production team

There is a pleasure in viewing art, pleasure that should be enjoyed and encouraged. Often, this pleasure results from the beauty of arts. Relatively, if a play serves as an art specimen, its 'beauty' depends on its visual prospects. Possibly, this leads us to the 'script-to-stage' theory. Most peculiar to African drama, it is until the play-text is subjected to being performed, its credibility will remain questionable as Africans don't really appreciate closet drama. Meanwhile, at this level of creative interpretation, various factors are put into keen consideration – Artistic, technical and administrative possibilities. As a re-affirmation of theatrical value, its actualization requires the concerted effort of a team to be ably led by an artistic director. "It is the fact, the complexity of his role in the theatre entails that he must be at the apex of theatre productions" (Arinde, 2012, p. 99). No wonder Dean and Carra (1980, p. 17) submit that, Director's work "is to convey to the audience every segment and quality of a play in its fullest dramatic value". Shedding more light on this subject-matter, we cannot but acknowledge Emesealu, when he submits that:

*directorial art involves the ability to peruse a playwright's script (where there is one) thoroughly, discover the intended message for the audience and be able to communicate such a message to the actors and actresses who, ultimately, constitute the conduct*

*between the text and the audience... involves the harmonization of the efforts of the lighting personnel, the set-designer and executants, the make-up person, and the costume and wardrobe workers, among others (Emesealu, 2010, p. 72).*

In another submission, Brunch (1990, p.1) states that the theatre on premium note "needs three elements: actors, play and audience. But for theatre to actualize its potentials, a person needs to impose a point of view that would penetrate all aspects of the production". That is why Musa (2017, p. 2) contributes that "the art of performance whether; social, cultural, improvisational, scripted, commissioned or religious can only become reality through the creative endeavor of theatre director in his complex and tasking art of play directing". Most basically, directing is the process of "coordinating, organizing and harnessing of all resources in the theatre for presentation to the audience" (Arinde, 2005, p. 152). On a very strong note, Reilly and Phillips (1998, p. 122) establish that "the director has complete control over the play and may interpret it in any way that the play is but one of the elements of performance is not necessarily more important than any other".

The reality of interpreting Sam Ukala's *The Slave Wife* is indeed a great experience. This is because, the director, to a large extent, carefully brings together all the required performance tools—tangible and intangible. The theatrical experience indicates that the director maintained professional relationship with the musicologist and choreographer, who are also members of the group. The way at which the orchestra was conducted added much aesthetical credence to the performance of Sam Ukala's *The Slave Wife*.

Costume, being an occasional robe reserved for a specific purpose at specific occasions. For the theatre, Douglas (1993, p. 9) submits that costume includes "all the accessories he (the performer) carries as part of his character, all the items related to his hair, dressing and everything associated with his face, body, make-up (including mask if they are substitutes for facial make-up". Wilson (1991, p. 357) in Inegbe and Markson (2016, p. 73) states that:

*of the various elements in the theatre, the most personal are costumes because they are actually worn by the performers themselves. Closely related to costumes are other elements or accessories worn by performers such as make-up hairstyles, masks and personal items like bracelets, and necklaces. At the same time, costumes have a value of their own, adding colour, shape and*

*symbolism to the overall effect that is created on stage. (Wilson, 1991, p. 357)*

Elsewhere, Roberts (2002, p. 13) rightly puts that “costume functions not only as a disguise but also as an aid to the wearer in assuming the identity of the character he is impersonating”. To corroborate the several assertions on costume, Utoh-Ezeajugh (2010) postulates that costumes are:

*the items of clothing, accessories and ornamentation worn by the actor or actress for the purpose defining character and establishing the circumstances of the character's existence, by situating him/her in time and space. (Utoh-Ezeajugh, 2017, p.130)*

Meanwhile, the issue of costume was appropriately attended to in the performance of Sam Ukala's *The Slave Wife*. The rich royal regalia worn by the king presented Ogiso as an Edo king indeed. Also, the use of neck beads and wrist-beads by the queens complimented their social status thereby giving credence to the submission of Ndu-Udeji (2017, p.189) that “costumes are designed to highlight the roles played by a character and are used to establish mood and to enhance the physical appearance of the character” Another element of performance that enhanced rational manifestation is the technical responsibilities. Often times, the audience after seeing a great performance applauds the actors and directors, thereby forgetting the personnel behind the visual realities of such production. “When a performance is visually appealing and bright, more often than not, one is tempted to applaud the performers for an exciting time out in the theatre without giving it a second thought (Adegbite, 2012, p. 344). This then informs us of the essence of design to a performance. Design in the theatre transcends mere strokes and lines (Nasir 2000: 28). The designs in the theatre compliment the director's effort to make a dramatic presentation appropriate and pleasing. Scenery and lighting to a performance. Cassady (1997: 318) stressed that even when the director has definite ideas about how a setting or lights or props should appear, the designers in carrying out the director's wishes, add their own personalities, their way of viewing the world to their work. This, Nasir 2011: 93) asserts “its necessary because apart from the designers providing a channel, they equally assist the director to convey the theme and provide information essential to the understanding and overall success of the play”. Design often necessitates considering the aesthetic functional, economic and socio-political dimensions for both the design object and the process. These designs are basically scenic and light designs. Scenic design concerns itself with the way a stage is composed,

constructed and built for a particular production. To a meaningful extent, scenic design describes the setting of a play through visual language. As a result of this importance, any theatrical session may be unrealistic without:

*a stage (theatre) just as there cannot be a performance without the actor. In the same vein, the actor in a vacuum in environment of same sort, is at least required. This environment includes the stage its set and properties (Akoh and Musa, 2006, p. 125)*

On the twin note, lights corroborate the aesthetic dexterity of a production. Through appropriate colour; mode; variety and shape, light performs prominent role in “aiding a lasting, but pleasant theatrical experience” (Oni, 2004, p. 63 – 4). This is why Nwadiogwe (2002, p. 12) supports that, “in addition to enhancing visual and auditory effectiveness, light and sound design give a performance its unique living quality which cannot be obtained from the plastic arts”. Hence, the significance of set and light design cannot be relegated in any theatrical exhibition. In the performance of Ukala's *The Slave Wife*, the relevance of set and light was well utilized.

## Conclusion

Despite the numerous scholarly assertions on arts, one could come to a concise deduction that, art is life and vice-versa. Its emergence and sustenance cannot be divorced from man's rational decision to think, imagine, carve, create and appreciate. Art perhaps in its conception emanates from subjective consciousness, it is regarded as a “dreamer's idle fancy” (Bamidele, 2000, p. 27). Atanda (2013) in his view, submits that:

*Art is a specific expression like poetry, novel, play, film, music, painting, sculpture and architecture of social consciousness to narrate or present human activity. In other words, art is an application of skill, in creative imagination, to the production of any form of work of art. From the foregoing, art is biocentricism; that is the human being is the focus of every form of genre of art. (Atanda, 2013, p. 453)*

Atanda and Bamidele's respective submissions serve fundamental purpose in our ability to understand the rational existence of art, as well as the transformational garment it procures during the process of creation, interpretation and reception. This study paper, however, done a holistic analysis on Hegel's assertion that relies on the “cooking process” of an ideology or creation from its inception to the stage of commendable actualization– with

much concern on the essence of content, form and appearance. In relation to the performing arts, this paper made close reference to the performance of Sam Ukala's *The Slave Wife*. Here, a cursory analysis has been made on the procedures and factors that enhanced the successful interpretation of the play-text to performance. It then comes to our worrying observation that if truly the purposeful beauty of rendering a rational art piece sensible relies mostly on collaborative acknowledgement, there should be deserving credit to all personnel involved in such exercise. Thus, this raises our interrogative mind towards the relegation of a playwright in the play-production process. How come do we construct the theatre organogram without creating a space, even if not apparent, for the playwright; we then place the artistic director at the superlative top?. As such, this paper strongly disagree with Peter Brook, who refers director as "God". Brook submits that:

*He does not ask to be God and yet his role implies it. He wants to be fallible, and yet an instinctive conspiracy of the actors is to make him the arbiter, because an arbiter is so desperately wanted all the time. In a sense, the director is always an impostor, a guide at night who does not know the territory and yet he has no choice – he must guide, learning the route as he goes (Brook, 1968, p. 38)*

By this, the implication of Brook's submission super-imposes the director on every other personnel involved in a play production, even the playwright. But it remains obvious that, for a director to work, he needs a material; such material is the play. How then do we revere the creator of such play. In submission, the concern at this point is that, in rendering an ideology; a creative thought sensible, one should do a sincere and critical identification of all elements and contributors, who in their respective disciplines, commit their expertise for such artistic reality.

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## The Effect of Risk Management Practices on the Financial Performance of Some Selected Insurance Companies in Nigeria

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### Abstract

*It is important for the insurance companies to take risk management into consideration in that it can be used to protect them against loss or danger arising from a risky activity. The identification of source of risk and then coming up with methodology of quantifying the risk using mathematical models which helps understand risk profile of the person which assists in handling the risk. Unfortunately, some insurance firms still face numerous challenges like having difficulties in growth of their profitability and some end up closing doors; probably poor risk management practises are the major causes of failures and poor performance of firms. The minor objectives of this study is to know how effective the risk management techniques like risk identification, loss prevention and risk mitigation affect the financial performance of the insurance company. To achieve this objective secondary data were extracted from the annual report of 5 conveniently selected insurance companies over the period of 5 years(2011-2015) were used for the study. Three hypotheses were formulated and tested using T-test, F- test and Coefficient of determination ( $R^2$ ). The study revealed that there is a long run positive relationship between risk identification and financial performance given the implication that the insurance company put in a place a thorough identification process before insuring any risk which leads to the increase in their profitability. Also the study found that loss prevention and risk mitigation are also significant to the insurance company financial performance which leads to a rise in the insurance profit after tax. The study therefore recommends that the management of insurance companies should put in place cost-effective measures for timely risk identification and effective risk mitigation so as to ensure that their financial performance is not impacted negatively.*

**Keywords:** Risk Management, financial performance, risk mitigation, loss prevention.

### Introduction

Managing risk is a key factor for a business to achieve their goals especially the insurance business. However, since taking risk helps most businesses to achieve goals and objectives of organization, it is important for the insurance companies to take risk management into consideration in that it can be used to protect them against loss or danger arising from a risky activity.

According to Kokobe and Gemechu (2016), risk management is becoming an integral part for the success of almost every organization especially for the insurance sector because of their high-risk businesses, as the risks are associated with every client in the business and their own risk. Insurance companies are in the core business of managing risk, the companies manage the risks of both their clients and their own risks (Kokobe & Gemechu, 2016).

The risk management process consists of a series of steps, which are establishing the context, identifying, analyzing, assessing, treating, monitoring and

communicating risks, which allow continuous improvement of decision making (Standards Australia 2010). However, Kadi (2003) observes that most insurance companies cover insurable risks without carrying out proper analysis of the expected claims from clients and without putting in place a mechanism of identifying appropriate risk reduction methods. Meredith (2014) suggests that there should be careful judgement, by management of insurance companies, of insurable risks in order to avoid excessive losses in settling claims. A robust risk management framework can help organizations to reduce their exposure to risks, and enhance their financial performance (Iqbal & Mirakhor, 2007).

Risk management has been developed and adopted by many disciplines. (Adeyele & Maiturare, 2017). Thus, it can be safely said that every area of business is surrounded with risk, just as human actions with respect to running the business are exposed to risk. Nevertheless, many of these risks can be predicted based on experience. Risk

management if successful, avoids or mitigates costly risks while increasing the pay off by managing the risks effectively (James, Wanjohi & Kepha, 2013).

Risk can be defined as quantifiable uncertainty. (Knight, 1921). People express risk in different ways. To some, risk is the chance or possibility of loss; to others; it may be uncertain situations or deviations or what statisticians call dispersions from expectations. (Epetimehin, 2012). In risk management, a prioritization process must be followed whereby the risk with the greatest loss and greatest probability of occurrence is handled first and risks with lower loss are handled later (Kiochos, 1997, & Stulz, 2003). Insurance companies borrow heavily from the risk management process suggested by Kiochos (1997). According to Kiochos (1997) cited in Omasete (2012), the risk management process involves four steps: identifying potential losses, evaluating potential losses, selecting appropriate risk management techniques for treating loss exposures and implementing and administering the risk management program.

Financial performance can be measured by monitoring the firm's profitability levels. Zenios et al. (1999) states that profitability analysis focuses on the relationship between revenues and expenses and on the level of profits relative to the size of investment in the business through the use of profitability ratios. The return on equity (ROE) and the return on assets (ROA) are the common measures of profitability. By monitoring a firm's profitability levels, one can measure its financial performance. Quach (2005) states that solvency measures the amount of borrowed capital used by the business relative to the amount of owners' equity capital invested in the business as an indication of the safety of the creditors interests in the company. Solvency measures give an indication of a firm's ability to repay all its indebtedness by selling all of its assets. It also provides information about a firm's ability to continue operating after undergoing a major financial crisis.

### Research Questions

The following questions will be addressed in the course of the study

- i. To what extent do impacts of risk identification practice affect the insurance companies' financial performance?
- ii. What is the relationship between loss prevention practice and insurance companies' financial performance?
- iii. What effect does risk mitigation practice have on the insurance companies' financial performance?

### Objectives of the Study

The main objective of the study is to assess the effects of risk management practices on financial performance of insurance companies in some selected insurance companies in Nigeria. Other specific objectives of the study are to:

- i. Investigate the extent to which risk identification by managers affect financial performance of insurance companies;
- ii. Examine the extent to which loss prevention practice affects financial performance of insurance companies; and
- iii. Examine the relationship between risk mitigation practice and financial performance of insurance companies.

### Research Hypotheses

The following hypotheses are to be tested in nullity in order to achieve the objectives of the study

1.  $H_{01}$ : There is no significant relationship between risk identification and insurance companies' financial performance in Nigeria.
2.  $H_{02}$ : There is no significant relationship between loss prevention practices and insurance companies' financial performance in Nigeria.
3.  $H_{03}$ : There is no significant relationship between risk mitigation practice and insurance companies' financial performance in Nigeria.

### Literature Review

This chapter critically reviews the available literature on risk management and financial performance. It begins by reviewing financial theories related to risk management, then an overview of the empirical studies and literature on the risk management and financial performance.

### Conceptual Framework and Theoretical Review

#### The Development of Risk Management

There are many and varied definitions of risk (Shimpi, 2002). However, risk has two components, that is, Uncertainty and consequences. Some experts view risk in terms of its impact either positive or negative on objectives. There are pure and speculative risks. Speculative risks are those risks that provide an opportunity for gain or loss while pure risks have to do with the chance of either loss or no loss but no gain (Geldenhuis, 2006). Risk involves the possibility of hazards such as system failure due to human attitude like fraud inspired by corruption or lack of financial control that could cause financial loss to the organization. The types of risks that are faced by the firm and affect its performance include operational, product risk, input risk, tax risk, legal



risk and regulatory risk. The management activities of organizing, coordinating, planning, controlling and directing have been an integral part of risk management. The process of identifying, prioritizing and treating risks has been a common practice among organizations. However, an integrated or enterprise approach to the treatment of risk is now been practiced instead of the traditional risk treatment (silo) or risk transfer through insurance or other financial products (Meulbroek, 2002; Doherty, 2000). People express risk in different ways, to some, risk is the chance or possibility of loss, to others; it may be uncertain situations or deviations or what statisticians call dispersions from expectations (Epetimehin, 2012).

Risk management (RM) is a strategic process which helps and supports decision making at both strategic and operational levels in an organization. Improved understanding and management of all risks likely to affect the organization will lead to better performance and competitive advantage, especially when hazards and threats are identified, and the risks assessed and controlled, in the same way as for opportunities and rewards. Risk management is a series of steps whose objectives are to identify, address, and eliminate software risk items before they become either threats to successful software operation or a major source of expensive rework.

### **Risk Management Practices by Insurance Firms**

According to Saleem and Abideen (2011), risk management involves identifying, analyzing, assessing, monitoring and controlling risks hence leading to better process of decision making. Amaya and Memba (2015), insurance firms manage risks transferred to them by other persons after agreeing to compensate the persons in the event of financial losses. Amaya and Memba (2015) further assert that insurance provides protection to persons against an insured event by paying a predetermined sum of money in case that event happens. There are certain steps that insurers must take to ascertain that they are not paying for uninsured risks.

### **Risk Identification Practice**

Risk identification is the first step in the process of risk management as one would want to know source of risk once it has occurred. According to (Epetimehin 2012), Risk identification requires knowledge of the organization, the market in which it operates, the legal, social, economic, political, and climatic environments in which it does its business, its financial strengths and weaknesses, its vulnerability to unplanned losses, the manufacturing process, and management systems and business

mechanism by which it operates. Any failure at this stage to identify risk may cause a major loss for the organization. Ndwiga, *et al.*, (2012), methods used in identifying risks are tools used to optimize opportunities of knowing hazards inherent in certain systems, facilities or products and the tools are categorized in broad headings of inductive, deductive or intuitive methods. Once a framework for identifying risks has been put in place, methods are now used in different products, organizations, systems or situations. Identification requires a methodical approach to ensure all significant activities within the organization have been identified and all risks flowing from those activities are defined. Methods of identifying risks include: risk workshops, stakeholder consultations, scenario or 'what if' analysis, auditing and inspection. Once an insurance company has identified and known how small or large a risk is, it sets up a premium that a client would pay in future in case he transfers it to the company.

### **Loss Prevention Practice**

Loss prevention refers to the measures that reduce the frequency of a particular loss. For example, measures that reduce truck accidents and strict enforcement of safety rules. Kiochos (1997) states that to prevent or to minimize the chance of loss, insurance companies generally advise that some preventive measures be taken. He also commented that insurance companies can only reimburse financial loss but not intangible things such as valuable information and files.

According to Rejda (2003), insurers generally advise their clients to instill good housekeeping habits in their employees, such as not smoking on the premises or smoking only in designated areas. Insurers also give advice to clients, for example to prevent fire - on fire prevention measures. These advisory services are either for free or are considered as value added service with the insurance package. An experienced insurer also advises on the preventive measures that could be installed in the building. He states that insurance companies can put in place measures that reduce the severity of a loss after it has occurred. Examples include: Installation of an automatic sprinkler systems that promptly extinguishes fire and segregation of exposure units so that a single loss cannot simultaneously damage all exposure units such as having warehouse with inventories at different locations. He further argued that insurance companies should be careful because where a policyholder successfully shows that an insurer breached the covenants of good faith and fair dealing, the insured can receive, all damages caused

by the breach [ Alexander,2004]. Any ambiguity or uncertainty in a policy or in a choice of wording or in meaning is resolved in favor of the policyholder and against the insurer. [ Meyer,2000] states that where a policyholder's lack of knowledge could result into loss of benefits under a policy, an insurer is required to bring facts to the insurer's attention and to provide relevant information to enable the insured take action to secure rights provided by the policy. Therefore, good loss prevention and control practices are thought to enhance insurers' performance.

### **Risk Mitigation Practice**

Risk can only be managed through selection of one or a combination of available risk management techniques for mitigating loss exposure through risk control and risk financing (Rejda, 2008). According to Vaughan and Vaughan (2008), risk control is the process of minimizing or reducing the frequency of the firm's exposure to uncertainty using least possible cost and suggests the following risk control techniques: Risk reduction which involves measures used to minimize the chances of a loss to occur and risk avoidance which involves decisions made not to accept a risk in situations where the potential gain is less than the potential loss as a result of high claims ratio. According to Rejda (2008), risk financing refers to techniques that provide the financing of losses while Vaughan and Vaughan (2008), asserts that risk financing involves availing funds to meet losses arising from risks that remain after the application of risk control techniques. The study suggests the following risk financing techniques: Risk transfer that involves measures such as re-insurance management, risk retention that involves retaining the losses that cannot be transferred and retention which requires provisions in the firm's balance sheet to settle the claims in the event of occurrence.

### **Financial Performance of Insurance Firms**

Financial performance can be measured by monitoring the firm's profitability levels. Zenios et al. (1999) states that profitability analysis focuses on the relationship between revenues and expenses and on the level of profits relative to the size of investment in the business through the use of profitability ratios. The return on equity (ROE) and the return on assets (ROA) are the common measures of profitability. By monitoring a firm's profitability levels, one can measure its financial performance. By financial intermediation, capital is accumulated into a nation's economy because money contributed by customers of insurance companies is put into projects which are long term in nature ensuring that a pool of money is accessed by borrowers when they

need it for investment, usually done in stock exchange where they easily meet with savers hence reducing risks involved if borrowers and savers deal directly among themselves (Darzi, 2011).

Quach (2005) states that solvency measures the amount of borrowed capital used by the business relative to the amount of owners' equity capital invested in the business as an indication of the safety of the creditors interests in the company. Solvency measures give an indication of a firm's ability to repay all its indebtedness by selling all of its assets. It also provides information about a firm's ability to continue operating after undergoing a major financial crisis.

### **Risk Management and Financial Performance**

The 21st century has seen great efforts to risk management. Babbal and Santomero (1996) note that insurers should assess the various types of risks they are exposed to and devise ways of effectively managing them. They further suggest that insurers should accept and manage at firm level, only those risks that are uniquely a part of their services. This will reduce the risk exposure. Stulz (1984) suggested that risk management is a viable economic reason why firm managers, might concern themselves with both the expected profit and the distribution of firm returns around their expected value, hence providing a rationale for aligning firm objective functions in order to avoid risk.

Internal control should provide for an assessment of the risks the agency faces from both internal and external sources. Once risks have been identified, they should be analysed for their possible effect. Management then has to formulate an approach for risk management and decide upon the internal control activities required to mitigate those risks and achieve the internal control objectives of efficient and effective operations, reliable financial reporting, and compliance with laws and regulations. The objective of financial reporting and performance in the entity, the production of accurate, complete, relevant, timely and reliable financial information to demonstrate and maintain accountability, to meet statutory reporting requirements, to account for an organization's stake holders for its financial performance (CIPFA 2002: 24).

Enterprise Risk Management (ERM) was developed by COSO in 2004 to address risk management issues related to an organization. The frame encompasses all component of internal control frame work, but adds also the components of objective setting, event identification and risk response (Rittenberg, 2005). COSO (2011) emphasizes the importance of objective setting in the entity and

relates it to risk assessment as a precondition. However it should be emphasized that the company's internal control framework should be established in order to have reasonable assurance to achieve established objective, risk identification and analysis are the critical components. In evaluating the effectiveness of internal control activities, it is essential to assess them against entity's objectives and related risks.

Schroek (2002) and Nocco and Stulz (2006) stress the importance of good risks management practices to maximize firms' value. In particular, Nocco and Stulz (2006) suggests that effective enterprise risk management (ERM) have a long-run competitive advantage to the firm (or banks) compared to those that manage and monitor risks individually. Schroek (2002) proposes that ensuring best practices through prudent risk management result in increased earnings.

The survival and success of a financial organization depends critically on the efficiency of managing these risks (Khan and Ahmed, 2001). More importantly, good risk management is highly relevant in providing better returns to the shareholders (Akkizidis and Khandelwal, 2007; Al-Tamimi and Al-Mazrooei, 2007). In addition, prudent risk management by financial institutions is the hallmark to avoid financial distress that could lead to a full blown financial crisis.

## **Theories of Risk Management Practices**

### **Risk Management Theory**

Risk management is the identification, assessment, and prioritization of risks followed by coordinated and economical application of resources to minimize, monitor, and control the probability and/or impact of unfortunate events or to maximize the realization of opportunities (Wenk, 2005). Effective risk management can bring far reaching benefits to all organizations, whether large or small, public or private sector (Ranong and Phuenngam, 2009). These benefits include, superior financial performance, better basis for strategy setting, improved service delivery, greater competitive advantage, less time spent firefighting and fewer unwelcome surprises, increased likelihood of change initiative being achieved, closer internal focus on doing the right things properly and further more minimize the adverse consequences or impacts of incidents and disasters.

### **Enterprise Risk Management Theory**

According to Tseng (2007), Enterprise Risk Management (ERM) is a framework that focuses on adopting a systematic and consistent approach to

managing all of the risks confronting an organization. Gordon et al. (2009) on the other hand define ERM as the overall process of managing an organization's exposure to uncertainty with particular emphasis on identifying and managing the events that could potentially prevent the organization from achieving its objective. ERM is an organizational concept that applies to all levels of the organization". In conducting ERM, the following are listed as some of the areas or aspects of the organization that a risk manager needs to look into, namely: the people, intellectual assets, brand values, business expertise and skills, principle source of profit stream and the regulatory environment (Searle, 2008). This will help organization to balance the two most significant business pressures; the responsibility to deliver proceed to stakeholders and the risks associated with and generated by the business itself in a commercially achievable way. By doing so, the risk manager is constantly aware of the risks it faces and therefore constantly monitors its exposure and be positioned to change strategy or direction to ensure the level of risks it takes is acceptable.

### **Empirical Evidence**

A number of studies have been conducted on risk management. This section will review the empirical studies in view of the study. Kokobe and Gemechu (2016) conducted a study on the "Risk Management techniques and the financial performance of insurance companies". The major purpose of the study was to critically examine if loss prevention and control, loss financing and risk avoidance practices affect the financial performance of the insurance companies. The findings indicate that periods of (2002-2013) shows general increase ROE ratios. The findings further indicated that ROE ratios were concentrated between 0 and 0.3. This indicated low rate of return on shareholders' funds (poor financial performance) in the insurance companies. The findings also indicated a general rise in loss ratios for the insurance companies. This implied that outstanding paid claims were increasing more than the premiums earned. The findings are in accordance with( Flemings 2004) who argued that higher loss ratios might indicate that an insurance company may need better risk management techniques to guard against future possible insurance pay-outs.

Idowu and Awoyemi (2014) conducted a study to establish the impact of credit risk management on the commercial banks performance and the specific objectives were to examine the relationship between performance and the non-performing loan of banks in Nigeria, to establish the relationship between

performance and the capital adequacy of banks in Nigeria. The findings indicate that the samples have poor credit risk management practices; hence the high levels of the non-performing loans in their loans portfolios. Despite the high levels of the NPLs, their profit levels keep rising as an indication of the transfer of the loan losses to other customers in the form of large interest margins.

Oyedele, Emerah & Alao (2014) carried out a study that examined the impact of financial risks on corporate performance of Nigerian banks for the period 2006 to 2009. They suggested that the credit risk variable is negatively and significantly related to bank profitability proxy by ROA and ROE implying that the greater the exposure of these banks to high risk loans, the higher the accumulation of unpaid loans and the lower the profitability of these banks. Besides, the result also shows that liquidity risk affect the return on equity positively. Overall, the result emphasizes the need for Nigerian banks to focus more on credit risk management which had been found to be challenging in recent past (Sanusi, 2009) as it is indeed very important and central to the health of the banks and the entire banking system. In addition, these results also show the need for regulatory agencies to be more proactive in formulating sound risk management framework for the betterment of the banks.

Wanjohi (2012) analyzed the effect of financial risk management on the financial performance of commercial banks in Kenya. The study discovered that majority of the Kenyan banks were practicing good financial risk management and as a result the financial risk management practices had a positive correlation to the financial performance of commercial banks in Kenya. The study recommended that banks should devise modern risk measurement techniques such as value at risk, simulation techniques and Risk-Adjusted Return on Capital. The study also recommended the use of derivatives to mitigate financial risk as well as develop training courses tailored to the needs of banking personnel in risk management.

From the review of literature and researches carried out by other scholars, it was discovered that majority of the studies were either done in the banking sector in Nigeria or done mostly in Kenya. In addition, the majority of the studies were done in developed economies hence leaving scarce literature in developing economies concerning the effect of risk management on the financial performance of the insurance company.

## Methodology

This section describes the research methods and procedures used in conducting the study. It outlines the research design, population of the study and sampling technique, data collection and data analysis methods.

## Research Design

Mugenda & Mugenda (2003) describe a research design as the plan or structure of investigation conceived to obtain answers to research questions that includes an outline of the research work to enable the representation of results in a form understandable by all. A descriptive research design was adopted for this study. Descriptive research enables the researcher to describe the existing relationship by using observation and interpretation methods. It provides the researcher with the appropriate methodology to illustrate characteristics of the variables under study. Causal research determines causal linkages between study variables by studying existing phenomena and then reviewing available data so as to try to identify workable causal relationships.

## Population of the Study

A population is the aggregate of all elements that conform to some general set of specifications (Paton, 2002). The population of this study consists of all insurance companies in Nigeria. However, the sample was picked from selected companies.

## Data Collection

This study drew its data from secondary sources. The secondary data were obtained from financial statements of the selected insurance companies from the period of 2011 to 2015 were used for this study.

## Data Analysis

This research employed descriptive statistics to analyze the data. It is argued (Mugenda & Mugenda, 2003) that descriptive statistics enables the researcher to get meaningful description of scores and measurements for the study through the uses of few indices or statistics. Measures of central tendency such as the mean, median and the mode state the best estimate of the expected score or measure from a group of scores in a group of scores in a study.

## The Analytical Model

The goal of the study was to describe the relationship between risk management techniques practices and financial performance among some selected insurance companies in Nigeria. The study used a regression model to determine the existing

relationship. The following regression model was used for the study:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon$$

Where;

$Y$  = Financial Performance

$b_0, b_1, b_2, b_3, b_4$  are the regression coefficients or parameters;

$x_1, x_2, x_3$  are the independent variables;

$x_1$  = Risk Identification

$x_2$  = Loss Prevention

$x_3$  = Risk Mitigation

$e$  = Error

### Data Presentation, Analysis and Interpretation

This chapter deals with the presentation, analysis and interpretation of data for the research. The objective of the study is to examine the effect of risk management practices on the financial performance of insurance companies in Nigeria. Therefore, in order to achieve this prime aim of the study, convenient sampling technique was used to select five insurance companies. In addition, a time series data derived from the financial statement of the selected insurance companies were used to analyze the hypotheses formulated for the study. The data used covered the periods 2010 to 2015.

### Descriptive Statistics of the data.

This provides information about sample characteristics of the data extracted from the annual reports of Sovereignty trust insurance company, Cornerstone insurance company, Staco insurance company, Leadway insurance company and Mutual benefit Assurance Company such as mean and standard deviation.

**Table 4.1: Descriptive Statistics**

	N	Min.	Max.	Mean	Std. Deviation
Premium	25	31354 91000	510644 81000	1113890 2040.00	110701105 25.695
Re-insurance Expenses	25	18575 6000	128878 58000	3860372 960.00	406361878 5.366
Claims	25	72497 3000	143641 08000	3001283 360.00	369932904 8.028
Profit After Tax	25	14393 000	888705 6000	1220875 640.00	176892970 8.401
Valid N (listwise)	25				

Source: Field Work, 2017

The table above shows that the minimum premium collected for the 5 insurance companies was

#3,135,491,000 while the maximum is #51,064,481,000. The average premium figure is #11,138,902,040.00 while the standard deviation is #11,070,110,525.695. The minimum reinsurance expenses for the 5 insurance companies were #185,756,000 while the maximum is #12,887,858,000. The average premium figure is #3,860,372,960.00 while the standard deviation is #4,063,618,785.366. The minimum claims being paid for the 5 insurance companies was #724,973,000 while the maximum is #14,364,108,000. The average premium figure is #3,001,283,360.00 while the standard deviation is #3,669,329,048.028. The minimum Profit after tax (PAT) for the 5 insurance companies was #14,393,000 while the maximum is #8,887,056,000. The average premium figure is #1,220,875,640.00 while the standard deviation is #1,768,929,708.401.

### Test of Hypotheses

#### Hypothesis I

**H<sub>01</sub>:** There is no significant relationship between risk identification and insurance companies' financial performance.

The model for testing the relationship between risk identification and financial performance is given below

$$PAT = a_0 + a_1 P + e_i \dots \dots \dots (1)$$

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.882 <sup>a</sup>	.777	.767	853142228.681
a. Predictors: (Constant), PREMIUM				

Source: Field work, 2017

The correlation coefficient (R), which is the statistical relationship between the dependent and the independent variable, is 0.882. This means that there exist a positive relationship between Profit after Tax (PAT) (dependent variable) and Premium (independent variable). The implication of this is that as Premium is increasing Profit after Tax too increases by 88.2%. This indicates that there is a high degree of correlation between Premium and Profit after Tax. Which means that the insurance companies put risk identification into place before charging premium for any risk being brought to them?

The R<sup>2</sup> value is 0.777, this shows how much of the total variation in the dependent variable, PAT, can be explained by the independent variable, Premium. Thus the result shows that Premium contributes at least 77.7% to PAT, which means Premium is a good predictor variable for PAT.

Coefficients <sup>a</sup>					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	-348169.383	244579.442		-1.424	.168
PREMIUM	.141	.016	.882	8.954	.000
a. Dependent Variable: PROFIT AFTER TAX					

The coefficient table provides the necessary information to predict PAT from Premium. It is observed that the P value is 0.00 which is less than 0.05 confidence level  $p < 0.05$ , therefore hypothesis one is rejected.

The Null hypothesis which states that there is no significant relationship between risk identification and insurance companies' financial performance is rejected. The implication of this is that there exists significant relationship between risk identification and insurance companies' financial performance.

### Hypothesis II

**H<sub>02</sub>:** There is no significant relationship between loss prevention practices and insurance companies' financial performance.

The model for testing the relationship between Loss Prevention and financial performance is given below  
 $PAT = a_0 + a_1C + e_i$  ..... (2)

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.783 <sup>a</sup>	.613	.596	1124300423.956
a. Predictors: (Constant), CLAIMS				

**Source:** Field work, 2017

The correlation coefficient (R), which is the statistical relationship between the dependent and the independent variable, is 0.783. This means that there exist a positive relationship between Profit after Tax (PAT) (dependent variable) and claims (independent variable). The implication of this is that as the claim made by the insurance company is minimal there Profit after Tax too increases by 78.3%. This indicates that there is a high degree of correlation between claims being paid and Profit after Tax. This indicate that the number of claims made by each insurance company is minimal which shows that the insurance company put loss prevention practice into

consideration which now affect their profit after tax positively.

The R<sup>2</sup> value is 0.613, this shows how much of the total variation in the dependent variable, PAT, can be explained by the independent variable, Claim. Thus the result shows that Claim contributes at least 61.3% to PAT, which means Claim is a good predictor variable for PAT.

Coefficients <sup>a</sup>					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	973635.95	291940.888		.334	.742
CLAIMS	.374	.062	.783	6.034	.000
a. Dependent Variable: PROFIT AFTER TAX					

The coefficient table provides the necessary information to predict PAT from Claims. It is observed that the P value is 0.00 which is less than 0.05 confidence level  $p < 0.05$ , therefore hypothesis one is rejected.

The Null hypothesis which states that there is no significant relationship between Loss Prevention and insurance companies' financial performance is rejected. The implication of this is that there exists significant relationship between Loss Prevention and insurance companies' financial performance.

### Hypotheses III

**H<sub>03</sub>:** There is no significant relationship between Risk mitigation practices and insurance companies' financial performance.

The model for testing the relationship between Risk mitigation and financial performance is given below  
 $PAT = a_0 + a_1RE + e_i$  ..... (3)

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.610 <sup>a</sup>	.372	.345	1432176979.119
a. Predictors: (Constant), REINSURANCE EXPENSES				

**Source:** Field work, 2017

The correlation coefficient (R), which is the statistical relationship between the dependent and the independent variable, is 0.610. This means that there exist a positive relationship between Profit after Tax (PAT) (dependent variable) and reinsurance expenses incurred (independent variable). The implication of

this is that as the reinsurance expenses incurred made by the insurance company is minimal there Profit after Tax too increases by 61%. This indicates that there is a high degree of correlation between reinsurance expenses incurred and Profit after Tax. This indicate that the number of reinsurance expenses incurred by each insurance company is minimal which shows that the insurance company put Risk mitigation practice into consideration which now affect their profit after tax positively.

The  $R^2$  value is 0.372, this shows how much of the total variation in the dependent variable, PAT, can be explained by the independent variable, Reinsurance Expenses. Thus the result shows that Reinsurance Expenses contributes at least 37.2% to PAT, which means Reinsurance Expenses is a good predictor variable for PAT.

Coefficients <sup>a</sup>					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1	(Constant)	.96193251.468	.988965802.257	.492	.628
	RE-INSURANCE EXPENSES	.265	.072	3.690	.001
a. Dependent Variable: PROFIT AFTER TAX					

The coefficient table provides the necessary information to predict PAT from Claims. It is observed that the P value is 0.001 which is less than 0.05 confidence level  $p < 0.05$ , therefore hypothesis one is rejected.

The Null hypothesis which states that there is no significant relationship between Risk mitigation and insurance companies' financial performance is rejected. The implication of this is that there exists significant relationship between Risk mitigation and insurance companies' financial performance.

### Conclusion and Recommendation

Based on the results obtained for the study, the following conclusions are made. It can be concluded that there is a significant relationship between

premium and the profit after tax. This findings supports the research of Omasete C (2014) who carried out a study on the effect of risk management practices on the financial performance of an insurance company in Kenya, and concluded that there is a long run positive relationship between risk identification and financial performance given the implication that the insurance company put in a place a thorough identification process before insuring any risk which leads to the increase in their profitability.

Also, the result of the analysis revealed that claims being paid are good predictor for the profit after tax of the insurance companies. It is concluded that the minimal the claims being paid out by the insurance companies to their policyholder the higher their profit after tax, which shows that if the insurance company implore their policyholders about some loss prevention precautions to their properties the lesser the severity of the loss when it happen which will automatically reduce the amount of claims that will be paid and this will affect the financial performance of the insurance companies positively.

Moreso, it is concluded that reinsurance expenses is significant on the financial performance of an insurance company. The amount of premium being ceded to the reinsurance company will be of help to secure the financial performance of the insurance companies if a catastrophe loss occurs and to ensure that their financial performance is not impacted negatively.

Based on the conclusion of the findings, the following recommendations are made:

Since risk identification is significant on the financial performance of the selected insurance companies it is therefore recommends that the management of insurance companies should put in place cost-effective measures for timely risk identification and effective risk mitigation so as to ensure that their financial performance is not impacted negatively. The study also recommends that insurance companies to be cautious in risk mitigation by transferring risks to re-insurance companies that would help them when their risk control techniques are overwhelmed by claims received from clients.

The study also recommends that, insurance companies should adopt enterprise risk management that is currently the best practice standard and they should also apply risk management techniques effectively so as to improve on their Financial performance.



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## Counter Terrorism Strategy of the Buhari Administration and Implications for National Security

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### Abstract

*Since 2009, Nigeria had been in the grip of terrorist attacks, spearheaded by Boko Haram, that have lasted for almost a decade now. Over this period, Boko Haram has transformed from a ragtag insurgency group into a transnational terrorist organisation, with a capacity to inflict devastating damages to lives and properties of Nigerians, especially in the North-East. At a stage in the course of Boko Haram terrorist attacks, swaths of Nigerian territory were in the firm grip of the sect, an action that amounted to a violation of the country's territorial integrity. Against this background, this paper examines the counter-terrorism strategy of the Buhari administration and its implications for national security. The paper defines the concept of terrorism and national security and situates the concepts within the Nigerian context. It outlines the major counter-terrorism strategies of the Buhari administration, notably, the Buhari Plan, and assesses how the strategy was executed under a framework backed by the Multi-National Joint Task Force (MNJTF). The paper notes that the sub-regional approach adopted in the war against Boko Haram by the Buhari administration is largely responsible for the successes recorded, so far in the war against terror, especially with the release of a good number of Chibok girls, and the ability of the Nigerian military to roll back the frontiers of terrorism in the North-East. The paper concludes that despite the tangible success recorded in the war against terror, it is premature for the military to claim it has completely defeated Boko Haram. It recommends that, beyond military response, the federal government should address the issue poor governance and other socio-economic challenges that have created a disconnect between the state and the citizens, and have made terrorism attractive.*

**Keywords:** Terrorism, National Security, Counter Terrorism, Boko Haram

### Introduction

Top on the campaign planks of General Muhammadu Buhari, as a presidential candidate of the All Progressives Congress (APC), was his promise, if elected, to fight terrorism in Nigeria. He gave fillip to this in his Inaugural Address in which he directed that the command and control centre in the war against terror should move from Abuja to Maiduguri (Guardian, 30th May, 2015). Predicating his strategy on "a more efficient and effective coalition" with Nigeria's neighbours, president Buhari followed his declaration with building a broad local, sub-regional, regional and international support, hence his visits to Chad and Niger republic in the first working week as president. Basking in the euphoria of international goodwill and support, Buhari, on invitation, also attended the G7 meeting of the world most industrialised states in Germany, where he received promises of assistance in material/aid, logistics, and training for the military to fight terrorism.

The concerns shown by the international community to the challenges posed by terrorism in Nigeria, is not without justification. Indeed it was based on enlightened self-interest. Rand Corporation, a United States' Think Tank, in January 2014 report, said terrorism in any part of the world is a potential threat to the entire planet, as terrorists respect neither national borders nor the life of anyone (Adelakun, Punch, 7th May, 2015, p.64). The priority accorded to the fight against terror by president Buhari with his shuttle diplomatic offensive, especially with Nigerian neighbours, into whose territories the Boko Haram menace has spread, is based on the belief that the Jonathan administration failed to secure the cooperation of Nigeria's immediate neighbours in its counter terrorism strategy. This hiatus gave the sect enough window room, and capacity for manoeuvring, and to launch terrorist attacks in the North East, including suicide bombings at the precincts of Abuja, the nation's seat of government, and mass abductions of

school girls in Chibok, Dapchi, and other parts of the country.

The objective of this paper is to examine the counter-terrorism strategies of the Buhari administration, with a view to understanding the progress made in the war against Boko Haram. The paper undertakes an assessment of the counter terrorism strategy of the Buhari administration. The paper is divided into four sections. Section one defines the concept of terrorism and national security. Section two deals with the counter terrorism strategy of the Buhari administration. Section three examines the role of the Multi National Joint task Force (MNJTF) in Nigeria's counter insurgency operations while section four undertakes an assessment of the counter terrorism strategies of the Buhari administration.

## **Concepts of Terrorism and National Security**

### **Concept of Terrorism**

There is no single internationally accepted definition of terrorism, because it is a value loaded concept, and therefore, very difficult to define. In the opinion of Juliet Kaarbo and James Lee Ray (2011) the term terrorism comes with a moral judgment. Defining terrorism on moral ground therefore becomes problematic. Because of the moral judgment connected to the label- terrorism, defining groups as terrorists has become a tool that political actors use to undermine the legitimacy of their enemies, as well as their struggle. Terrorism is also perceived as the deliberate, systematic murder, maiming, and menacing of the innocent to inspire fear in them so as to gain political ends. The problem, therefore, is defining what are "evil" political ends? A likely follow up question is: Can any means be employed to realise such end? Since, there is always considerable disagreement on what is moral, defining terrorism in moral terms becomes problematic. Because of the moral judgment connected to the label terrorism, defining a group as a terrorist organisation has become a tool that political actors use to undermine the legitimacy of their enemies.

Global Terrorism Index(GTI), accepts the definition of terrorism agreed to by researchers of the National Consortium for the Study of Terrorism and Responses to Terrorism (START) and its advisory panel, and defines terrorism as ' the threatened or actual use of illegal force and violence by a non-state actor to attain a political, economic, religious or social goal through fear, coercion or intimidation(GTI Report, 2012: 8). A further qualification for an act to be regarded as terrorism is that it has to be intentional or deliberate. From this

preliminary explanation, it is obvious that terrorism may convey different meaning depending on where we stand. What is, however, clear is that the term conveys some specific ideas which relates with violence and attack on humanity with the purpose or objective of attaining political ends, publicity, or extortion of money for economic reasons. But, despite the prevalence of terrorism, it still remains an elusive and controversial concept.

In order to domesticate the conceptualisation, the definition of terrorism under the relevant Nigerian law is also apposite. Article 40 of the Economic and Financial Crimes Commission (Establishment) Act of 2002: Part VII - Miscellaneous Provisions, Article 40, defines terrorism as:

*(a) any act which is a violation of the Criminal Code or the Penal Code and which may endanger the life, physical integrity or freedom of, or cause serious injury or death to, any person, any number or group of person or causes or may cause damage to public property, natural resources, environmental or cultural heritage and is calculated or intended to- (i) intimidate, put in fear, force, coerce or induce any government, body, institution, the general public or segment thereof, to do or abstain from doing any act or to adopt or abandon a particular standpoint, or to act according to certain principles, or*

### **Concept of National Security**

The concept of national security is also a contested concept. The term has no precise meaning and scholars are yet to agree on the definition of the term. This is not surprising because, as the phenomenon of security is hardly precise. Brian, quoted by Odekunle (2013) observed that the unavoidable normative dimension to security leads to contention on both theoretical and practical basis. He then asserts that national security concerns with the perceptions of well-being of individuals and collectives and of assurance of the "core values" central to the self-definition of communities. The National Defence College of India defines national security as 'an appropriate and aggressive blend of political resilience and maturity, human resources, economic structure and capacity, technological competence, industrial base and availability of natural resources and finally military might'. Security is a state of being safe and the absence of fear, anxiety danger poverty and oppression. It is the preservation of core values and the absence of sense of threats to these values (cited in Alli, 2010: 73). Security is a state in which people or things are not exposed to danger of

physical or moral aggression, accident, theft or decline. Security is the freedom from threats to a nation's capability to defend and develop itself, promote its values and lawful interest. This view is associated with the survival of the state and the preservation of its citizens.

National security is a concept that a government along with its parliament should protect the state and its citizens against all kind of national crises through a variety of power projections, such as political diplomacy economic power, military might, and so (Wikipedia). For national security to be guaranteed, there is the need for a national security strategy. 'National security strategy is a document prepared periodically by the executive branch of government which outline the major national security concerns of the country and how the administration plans to deal with them'(Wikipedia). Thus, national security is used to convey the idea that a particular set of problems are most important to the state and required the mobilization of high level of material and human resources, because states are postulated as suppliers or guarantors of domestic political good-order, liberty, justice, welfare and the like. Obasanjo(2014:210-211), a retired general and a former president of Nigeria, also identified three threats to national security to include militancy and oil products stealing in the Niger Delta, kidnapping in the South East initially and subsequently nationwide; and Boko Haram.

### **Counter Terrorism Strategy of the Buhari Administration**

Under President Buhari, the Nigeria's National Counter Terrorism Strategy, NACTEST, was reviewed and re-launched in August 2016. At the re-launch, President Buhari was said: "since terrorism is not static; the country must also be decisive and dynamic in approaching and defeating it". According to the National Security Adviser, Major General Babagana Monguno Rtd. , "NACTEST is organised around five streams aimed to forestall, secure, identify and implement the key objectives and indicators to effectively ensure monitoring and evaluating successes at each stage". Apart from relocating the command and control centre to Maiduguri, the epicentre of Boko Haram, Gen Tukur Buratai and his counterpart in the air force, are on record to have been personally led the military offensive from the frontline, a strategy that has boosted the morale of the Nigerian soldiers. The Nigerian military has also strategically decided to adopt the guerrilla tactics to confront the insurgents, a strategic way of seizing the initiative from the

enemy, by using its tactics to fight it (Punch.com, March 15, 2016).

From early 2016, the counter insurgency operations by the Buhari administration began to focus on destroying the camps and safe havens of the terrorists, such as in Sambisa forest, formerly an impregnable fortress, where Boko Haram usually store weapons, hide captives, and take time to recover, and prepare for counter attacks. With the successes recorded in destroying Boko Haram safe haven, President Buhari announced that Boko Haram was now on 'fall-back'. Another factor that boosted the counter terrorism strategy of the Buhari administration is the federal government's decision to recruit the leaders of the military offensive against Boko Haram from the North East. Those who are more familiar with the terrain and local dynamics of the insurgents, notably General Tukur Buratai, the chief of army staff, and the National Security Adviser, Major General Babagana Monguno (Rtd), who are both indigenes of Borno State planned and personally led the military offensive. In addition, there is also more useful collaboration between the military and local vigilante groups as well as high level of inter-agency collaboration and intelligence sharing among the security units, especially between the army and the air force.

Equally significant is that most of the fifth columnists and other saboteurs who were in the habit of divulging sensitive information to the terrorists under the immediate past administration were either court-marshalled, or weeded out of the military. This has restored the confidence of the civilian population in the military and informants are no longer restrained to provide credible information to the military in its counter terrorism war. During the Jonathan's era, the morale and combat readiness of the military was low, with soldiers becoming battle weary, for lack of weapons and other critical military logistics. The military rank and file also witnessed an improvement in their morale, agility and combat readiness. There is also better supply of weapons and equipments and more judicious use of funds for combat operations. Under the Jonathan administration, there were several cases of diversion of funds originally approved for combat operations against Boko Haram. The former National Security Adviser, Col. Sambo Dasuki (Rtd.), who is at the centre of the diversion of funds put at U.S \$2.1 billion, meant for the prosecution of the anti-terror war, is currently being detained by the Buhari administration, and he along with his collaborators are being tried in courts of law ( Punch, December 14, 2015).

What eventually became known as the 'Buhari Plan' to counter insurgency is being coordinated and supervised by the Presidential Committee on the North East Initiative, a body in charge of all humanitarian and developmental initiatives in the Boko Haram ravaged North-East region. As an integrated blue print, the Buhari Plan embraces the North-East States Transformation Strategy (NESTS), Emergency Assistance, Social Stabilisation, Economic Reconstruction and Re-development for the North East (EA-ES and ERR), the North East Recovery and Peace Building Assessment (RPBA), and Victims support Fund (VSF). The overall objective of the Buhari Plan is to develop a structure and process capable of providing leadership, coordination and synergy in achieving its goals: restore peace and stability in the North-East Region, and coordinate humanitarian support for the internally displaced peoples in the North East Region, among others. (This Day November 1, 2016).

Similarly, in a quick response to allegations of diversion of food items and grains provided by the nation's Strategic Grains Reserves and foreign donor agencies, valued at N5billion, the Senate set up a fact finding committee to probe officials of the National Emergency Management Agency (NEMA), charged with the management of the relief materials (Vanguard, October 4, 2016). Although, belatedly, Babachir Lawal, then Secretary to the government of the federation, who was probed and found guilty by a Senate Committee for abuse of office in a grass-cutting contract deal, was first suspended and later removed from office by the Buhari administration. In August 2016, Nigeria's National Emergency Management Agency (NEMA) presented relief items to a group of 800 former Boko Haram members who denounced their membership of the group. The repentant insurgents were camped at a military-controlled facility known as "Safe Corridor" in Gombe State where they went through rehabilitation and de-radicalisation programmes. Similarly, forty-three Boko Haram insurgents, among others, who surrendered to troops of Operation Lafiya Dole were air-lifted to join other 'repentant' insurgents in what has been designated as Safe Corridor in Gombe.

### **The Role of the Multi-National Task Force in the Counter Terrorism War in Nigeria**

When the Multi-national Joint Task Force (MNJTF) was established 1994 by the Lake Chad Basin countries, it was to serve as an offensive and stabilisation mechanism to 'checkmate banditry activities and to facilitate free movement' along Nigerian northern border (Sawadogo et al, 2016). Former Nigerian military head of state, late General

Sanni Abacha, was one of the West African leaders who midwifed the initiative. In 1998, the membership of the MNJTF was expanded to include units from neighbouring Chad and Niger with the purpose of dealing with common cross-border security issues in the Lake Chad region, with its headquarters in the town of Baga, Borno State. Since the escalation of the Boko Haram insurgency in Nigeria, and given the trans-national nature of the conflict, spilling over into neighbouring West African countries, the mandate of the MNJTF was expanded to encompass counter terrorism operations. A Nigerian, Brig. Gen. Enitan Ransome-Kuti was the first commander of the Task Force. Unlike President Jonathan, who failed to maximise the potentials of the task force in Nigeria's war against terrorism, President Buhari made the task force a major component of Nigeria's offensive against Boko Haram, and deployed it more effectively in Nigeria's war against terrorism.

But despite the existence of MNJTF, its headquarters in Baga was overrun by Boko Haram militants during which local residents were killed and displaced many citizens displaced. Incidentally, because other ECOWAS member states, especially Nigeria's immediate neighbours were not willing to cooperate with the Jonathan administration, only Nigerian soldiers who were at the headquarters suffered fatalities in the incident. There were reports that the Nigerian soldiers were overwhelmed and had to flee from the scene of the attack. This unexpected attack forced the Buhari administration to carry out a re-assessment of the MNJTF so as to gauge its effectiveness. After the review, the task force was reinvigorated with the expansion in the number of troops and its mandate, as well as the relocation of its headquarters to N'Djamena, Chad. Significant structural changes were also introduced in 2015 which included the creation of a new Concept of Operations under the supervision of the Lake Chad Basin Commission (Sawadogo et al, 2016).

For more effectiveness, it was decided that a Nigerian officer would serve as the Force Commander of the Task Force for the duration of the mission against Boko Haram, while a Cameroonian and Chadian Chief of Staff would serve as the Deputy Commanders. Major-General Tukur Buratai, a Nigerian was appointed as the first Force Commander of the rejuvenated and repackaged MNJTF in May 2015. But his tenure was short as President Buhari, not long after his assumption of office, appointed Buratai as the Chief of Army Staff in July 2015. Major-General Iliya Abbah, also a Nigerian, was appointed Force Commander on 31st July 2015, to replace Major-General Tukur Buratai. In quick succession, Major General Lamidi Adeosun

came on board in January 2016, and was in turn replaced by Major-General Lucky Irabor in May, 2017. The Force is presently structured into four national sectors: Sector 1 in Cameroon, with headquarters at Mora; Sector 2 in Chad, with headquarters at Baga-sola; Sector 3 based in Nigeria in Baga and Sector 4 in Niger, based in Diffa (<https://en.m.wikipedia.org>). During the first year of its deployment, the focus was on setting up the force and defining how it would operate.

This is not a mean task, considering the diplomatic cooperation that was required between four its four members, three of them French speaking, given the traditional Anglo-Phone and Francophone suspicions and rivalry within ECOWAS. In spite of this, the MNJTF was able to record significant breakthrough in its counter insurgency operations when it launched its major offensive against Boko Haram between June and November 2016. Its achievements include seizure of Boko Haram arms and munitions, destruction of some of Boko Haram training camps, the surrender of 240 Boko Haram combatants in Baga-Sola in western Chad, release of many hostages, liberation of areas previously occupied by Boko Haram, as well as losses and defections within the ranks of Boko Haram (Sawadogo, 2017). The counter insurgency operations of the MNJTF also required strategic coordination from its headquarters in N'Djamena, backed up by responses from the four sectors. Good communication also encouraged the local population to collaborate with security forces in the MNJTF's attempt to re-capture areas that remained under Boko Haram control.

However, Boko Haram incursions into Cameroonian town of Mora and Moso and parts of Niger, during which many lives were lost- both military and civilian, and its resurgence around Lake Chad was a big challenge to the MNJTF. Principally because of these surprise attacks and the severity of Boko Haram crisis, Cameroon, Niger, Chad and later Benin were motivated to collaborate with Nigeria in a joint military effort to defeat Boko Haram. In January, 2016, The Peace and Security Council of African Union (AU) at its 738th meeting held on 7th December 2017 renewed the mandate of the MNJTF to counter Boko Haram. Its Communiqué, called for a holistic approach in the implementation of the Regional Stabilisation and Recovery strategy. It also called for additional efforts towards mobilising additional and adequate support for the MNJTF in order to fill its capability gaps, especially in the area Amphibious Equipment, Counter Improvised Explosive Devices (C-IED), ground and air lift assets, intelligence gathering platforms, among other

strategic initiatives, that MNJTF could leverage on to assist Nigeria in defeating Boko Haram.

### **Challenges of MNJTF**

Despite its achievements, the MNJTF is still facing some challenges, especially in the area of command, control and coordination. There were also cases of uncoordinated actions by states, and claims of victory against Boko Haram by individual countries during joint operations. Another challenge is that the MNJTF was designed originally to tackle conventional security problems, but with the Boko Haram insurgency, the MNJTF had to respond to the dictates of waging an asymmetric warfare. This has become a more challenging confrontation, with Boko Haram that has, more or less, a loose organisation, and has also splintered into factions that operates in secret and asymmetrically. The Dakar Forum on Peace and Security in Africa which met on the 5th and 6th December, 2016, recognised this problem and advised the MNJTF to be flexible in its approach, in order to adapt to current threats as they evolve (Daily Trust, March, 29, 2017).

In addition, the operations of the MNJTF are constrained by the challenge of funding. As it is well known, security is an expensive operation, in men and material resources. The contributions of Nigeria, the worst hit by the conflict, the United Kingdom, Turkey the community of Sahel-Saharan states (CEN-SAD), and the European Union are not adequate to cover the initial budget of the MNJTF, estimated at US\$700 million (Reuters, World News, February 2, 2016). At the onset, only Nigeria and France pledged about \$250 million to fund the 8, 700 strong task force, an amount, which is barely one third of the projected budget. Nigerian situation was further complicated when it slipped into recession in the second quarter of 2016, and only exited only in the third quarter of 2017. Although troops under the MNJTF are prepared to work with the limited resources available to them, but the financial constraints have negatively impacted its operationally effectiveness.

The reason for the limited progress recorded by MNJTF lies in lack of political will and the capability to back the force. This has been a regular problem with multi-national forces in Africa. While the emphasis of the mandate of the MNJTF is principally the use of force, the challenge still remains that use of force is not sustainable in the long run. No doubt, power of coercion may be capable of countering terrorism in the short run, it will surely not address the root causes and may further incubate violent extremism. In spite of these challenges, the MNJTF still remains a relevant

regional anti-terrorist task force, playing an effectively complimentary role to Nigeria's counter terrorism war.

### **Operation Lafiya Dole**

In order to underscore the urgency to win the war against terror, and in the words of the Chief of Army Staff, 'and rejig and add renewed vigour to the fight against terrorism and insurgency, the Nigerian military set up what it code named as 'Operation Lafia Dole'. Operation Lafiya Dole which means 'Peace by Force' replaced 'Operation Zaman Lafiya'. This Special Anti Terrorism Unit has both land and air components and has recorded several feats in the conduct of its assignments, such as Operation Deep Punch II, an offensive and clearance strategy against the insurgents. A large contingent of Cameroonian soldiers has been fully integrated into Operation Lafiya Dole. This strategic synergy between the Nigerian and Cameroonian soldiers has made the Operation Lafiya Dole central in the final push of the war against Boko Haram, with the destruction of Boko Haram Tactical Ground, recovery of seized battle tanks and other battle feats (Agency Report, February 1, 2018).

The troops under the command of Operation Lafiya Dole are not unmindful of the fact that Boko Haram is not only a clear assault and challenge to national security; but also a desperate security nightmare that required a very decisive counter military offensive. On Saturday December 16, 2017, troops of Operation Lafiya Dole arrested 407 persons who were either Boko Haram fighters or members of their families who were hiding on the Islands of Lake Chad. The Lafiya Dole troops also freed 700 persons from Boko Haram captivity (Agency Report, January 1, 2018). On Wednesday 14th February, 2018, Major-General Rogers Nicholas, the commander of Operation Lafiya Dole declared displayed scores of military vehicles seized from Boko Haram and also disclosed that Abubakar Shekau was on the run, which signalled that the counter terrorism operation was gradually coming to an end (Guardian, February 15, 2018).

### **An Assessment of the Counter Terrorism Strategy of the Buhari Administration**

Unlike former President Jonathan who did not have any previous military experience, President Muhammadu Buhari is a retired general of the Nigerian army, and he brought this pedigree to bear in designing and implementation of Nigeria's counter terrorism operations, under his watch. President Buhari, as the General Officer Commanding, the 3rd Mechanised Division in Jos was reputed to have

played a decisive role in the defeat of the Maitasini religious sect during the second republic. He was reported to have led the Nigerian troops under his command to chase out the Maitasine group beyond the Nigerian-Chadian border, until he reluctantly obeyed the directive of then President Shehu Shagari to halt the military offensive. However, there were certain ill-advised pronouncements by the top hierarchy of the military which appears to be devoid of tact and lacking in strategic wisdom. One of it was when the Chief of Army Staff (COAS), Lt. Gen. Tukur Buratai, gave a 40-day ultimatum to the Theatre Commander of Operation Lafiya Dole in the North-east, to capture Boko Haram's leader, Abubakar Shekau, dead or alive.

It is difficult to understand the basis of this directive from a military that has made repeated claims that it has killed Abubakar Shekau in the past. What is the purpose and rationale of giving a terrorist gang an advance notice that the military is coming after him? The United States military didn't give prior ultimatum or notice to the al-Qaeda leader, Osama Bin Laden, who masterminded the September 11, 2001 twin terrorist attacks on the World Trade Centre and Pentagon in the United States, before he was routed. In a well coordinated clandestine operation, which lasted about for 40 minutes on Abbottabad compound, Pakistan on May 2nd 2011, 23 U.S. Navy Seals in two Black Hawk helicopters discharged this stealth operation with strategic precision ([www.history.com](http://www.history.com) this-day-in-history). Although, President Obama and a few top U.S. officials were monitoring the operation at the Situation Room in White House, no other person knew of the impending attacks, until after it was successfully accomplished. Instead of putting Boko Haram leader on notice, the Nigerian military ought to have learnt from the United States' experience.

The abduction of Nigerian oil prospecting team at Magumeri, Borno state, which led to the deaths of at least 37 people was also a sore point. It is strange that Boko Haram, whose capacity is said to have been substantially degraded would be able to carry out an ambush and kidnap of University of Maiduguri staff in July 2017, in spite of the fact that they were under heavy military escort, including gun trucks. The abduction was said to have been organised by a rival Boko Haram group, led by Abu Musab al-Barnawi. In a face-saving device, the Nigerian military initially claimed it has rescued 10 abducted University of Maiduguri and NNPC oil workers, but the claim turned out to be false (Daily Post, October 9, 2017). However, on Saturday, 10th February 2018, three University of Maiduguri staff, including ten police women, were released seven

days after Major-Gen. Rogers Nicholas, the Theatre Commander, 'Operation Lafiya Dole', declared on Saturday, 3rd February, 2018 that the Nigerian army has 'completely defeated' Boko Haram, and three days after Shekau released a video on Tuesday February 6, 2018, where he expressed frustrations about the trend of the war. Against this background, the counter terrorism strategy of the Buhari administration can also be assessed in the following areas:

#### ***Weak Anti-terrorism Law and Slow Judicial Process***

In its bid to tackle Boko Haram's insurgency, terrorism in Nigeria, the National Assembly came up with an anti-terrorism law known as the Terrorism Prevention Act, which looks like a paper-tiger. The Act prescribes death penalty for individuals found guilty of terrorism. Nearly 10 years into Boko Haram's insurgency and incessant terrorist attacks, there is little or no information as to the number of people (if any), convicted for terrorism or terrorist related activities in Nigeria. While Mr. Henry Okah, has since been convicted in South Africa for master-minding twin car bombings during the 50th Independence Day celebration at Eagle Square, Abuja in 2010, the trial of his brother, Mr. Charles Okah who is facing similar charges in Nigeria, dragged on for several years until he was convicted, and sentenced to life imprisonment, by an Abuja division of the Federal High Court on Wednesday, 18 march, 2018(vanguardngr.com, 8/3/2018).

#### ***Lack of Capacity to Hold Captured Territories in North-East Nigeria***

Another major challenge of the counter insurgency operations is the inability Nigeria Police to hold on to territory after it has been liberated by the military, due to its limited manpower capacity of the police. Since the constitutional role of the military is to defend the territorial integrity of the country, the task of maintaining internal peace and order falls within the purview of the police. But it is a fact that the Nigeria is under policed, and the Police itself is operationally challenged, from many fronts.

#### ***The Release of the Chibok Girls***

One of the major achievements of the counter terrorism strategy of the Buhari administration is the release of Chibok girls, in two batches. In October 2016, the first set of 21 Chibok girls were released, leaving 219 in captivity. Three girls escaped individually in May, 2016, leaving 197 of them still under hostage (Vanguard, October 22, 2016). In a surprise move, another set of 82

abducted Chibok School girls were also released on Saturday 6th May 2017 after intense negotiation between representatives of the federal government and a faction of the militant group. President Buhari received the freed girls on Sunday, 7th May 2017 shortly before his trip to the United Kingdom for a follow up medical check trip. The release of the girls is said to be a product of a swap, in exchange for five imprisoned Boko Haram commanders, and 2 million Euros (cash) in ransom payment. The released girls were held in a secure medical facility in Abuja, under the care of medical doctors, psychologists, social workers and trauma experts, for a period that the government considered reasonable, and also to allow security experts to debrief them.

The Nigerian security agencies, especially, the Department of State Security collaborated with the International Committee of the Red Cross (ICRC) to facilitate the release. Confirming the role of ICRC, its spokesman, Jason Straziuso, said: given our long historical independent neutral stance, it's common for us to be the middleman in hostage releases...we provide transportation from Boko Haram to the Nigerian government'(www.premiumtimesng.com). Some independent negotiators, notably, Ahmad Salkida, a journalist, and Zannah Mustapha, a lawyer turned humanitarian worker, who was later appointed a UN Ambassador, were also part of the negotiations that led to the release of the girls. According to Zannah Mustapha, the mediation that led to the release of the Chibok girls would not have been possible if the military had not subdued Boko Haram. There is also hope of the release of the remaining girls through continuous dialogue, amnesty reintegration and provision of safe corridor, among other soft, non military instruments of winning the war. In a detailed report on the release by the Wall Street Journal, a U.S. tabloid, reproduced in *punnchnng.com*, £1million was paid for the first 21 freed girls and £2 million for the second set of 82 freed Chibok girls.

Despite the release, some Nigerians resented the undue publicity and fame the abducted girls received, and saw it as the reason for their prolonged captivity. This undue focus also contributed to the neglect of tens of thousands of other children either in Boko Haram captivity, or who had been murdered. Issues have also been raised about the decision of the federal government keep the girls in seclusion, even from their parents, who were naturally anxious to be



reunited with their wards who had been abducted for two to three years. It should be noted that Malala Yousafzai, a Pakistani girl who went through similar, or even worse ordeal, in the hands of the Taliban, when she was shot at the age of 15 was not sequestered from the public, through prolonged seclusion by the Pakistani government, as the Chibok girls experienced with the Nigerian government ([www.vanguardngr.com](http://www.vanguardngr.com)). Perhaps, in response to this criticism, the federal government later secured admission to the freed Chibok girls at the American University in Yola, where they are expected to continue their education, that was truncated with their abduction in April 2014.

### ***The Abduction of Dapchi Girls***

Another sore point in the counter terrorism strategy of the Buhari administration is the abduction of 110 school girls from Government Girls Technical College, Dapchi on 19 February 2018. The abduction was said to have been facilitated as a result of withdrawal of the military personnel stationed in Dapchi without proper handing over to the police. Although the police has denied that any hand over took place, but what is not in dispute is that Boko Haram took advantage of the security lapse in Dapchi to execute its kidnap plan ([www.africanews.com](http://www.africanews.com), 2018/02/27). Already, the Bring Back our Girls Group(BBOG), that has been on recess, is now back on the streets, with justification, to resume its advocacy for the release of Boko Haram abductees. On 13th March 2018, the group posed 14 questions to the federal government, and issued a ten-day ultimatum to the federal government to provide answers to the questions, otherwise BBOG would have no alternative, than to approach the court to compel the federal government to take action on those responsible for the security vacuum(Punch, March 14, 2018). Many security analysts are on the same page with the BBOG, wondering why no arrest has been made, or reprimand issued to those responsible for the security lapse in Dapchi.

### ***The Counter Productive Nature of the 'Prisoner Swap Policy'***

With over 100 kidnapped Chibok girls still in the custody of Boko Haram for almost four years now, Boko haram insurgents have, severally leveraged on this to force the Nigerian government to the negotiating table. Out of desperation to secure the release of the Chibok girls, the federal government has been negotiating with Boko Haram from a position of weakness. Although, it is yet to be officially confirmed, five

senior Boko Haram commanders were reportedly freed in exchange for 82 of the abducted Chibok schoolgirls. In a BBC report titled–*The Fate of the Chibok Girls*, it was revealed that the Boko Haram fighters that were released were ‘high-level Boko Haram bomb-makers, and that ransom payments twice in 2016 and 2017 transformed ‘a threadbare insurgency to a more daring and audacious terrorist group’. With another abduction of 110 Chibok girls on February 19, 2018, Boko is likely going to use the abducted girls as a bargaining chip for another round of ransom payment. If the terror sect succeeds to force the hand of the Nigerian government to pay another ransom to secure the release of Dapchi girls, it would be counter-productive to the ongoing counter terrorism operations in North-East Nigeria.

### ***Implications of Premature Declaration of Victory***

Although, the Buhari administration and the military hierarchy frequently proclaim that Boko Haram has been conquered or ‘technically defeated ‘or substantially degraded, pragmatic evidence suggests that as at the last quarter of 2017, the Islamic Sect still posse reservoir resilience, and may likely remain a threat in future if the military relaxes its pounding of Sambisa forest. A somewhat conservative data culled from the Armed Conflict Location & Event Data Project (ACLED) says that up to June 2017, ‘Boko Haram has masterminded at least 48 attacks—successful and unsuccessful in Nigeria’(). As at August 1, 2017, purportedly defeated Boko Haram insurgents overran Mildu, a community in Madagali Local Government Area of Adamawa state, killing seven people, injuring scores and torching houses. Indeed, Boko Haram’s relentless attacks on soft targets, killings, abductions and mayhem do not suggest a terrorist group that has been defeated. Abubakar Shekau’s February 7th 2018 video where he expressed frustrations with the turn of events, and claimed that he was ‘tired of the calamity befalling his group’, after the introduction of the Cameroonian soldiers under the multi-national joint task force, may after all be deceitful and a strategic guile, to distract the attention of the Nigerian military, as stop-gap move, in order to re-strategise. As if to confirm that Shekau’s statement was deceptive, it was barely two weeks after his video appearance that Boko Haram 110 girls from Government Girls Technical College, Dapchi, were kidnapped by Boko Haram. For that operation to have been carried out without any hint of an impending attack, is enough proof

that, contrary to the claim by the military, Boko Haram is far from being defeated.

### Recommendations and Conclusion

There is no doubt, the counter terrorism strategy of the Buhari administration has largely succeeded. A key factor in the relative success recorded so far in the current anti-terrorism strategy is not only due to better funding and high combat readiness of the military, but also the sub-regional approach president Buhari has adopted. The president has visited and hosted leaders of all neighbouring countries and key international partners, including the United States, France and India, and they have all provided assistance in intelligence sharing, supply of weapons and equipments, as well as relief materials to the IDPs. The importance of sub-regional cooperation in the fight against terror became more evident because it was only when troops from Niger, Chad, Cameroon and Benin, under the command of the MNJTF, were introduced to the war in late 2015 that the counter-offensive yielded more tangible results. Indeed, battle-hardened troops from Chad and Niger played crucial roles, advancing, in some instances, into Nigerian territory to dislodge the Boko Haram insurgents. It has become obvious that in spite of its staying power, the Nigerian military has succeeded in degrading the capacity of Boko Haram to a level that the terror sect is gasping for oxygen of survival. But to say that Boko Haram has been completely defeated is to under estimate the regenerative capacity of a terrorist organisation.

However, there is considerable evidence that terrorism has been considerably contained. The insurgents have lost all the territories they hitherto occupied, where it purportedly declared an Islamic State and hoisted its flag. The Nigerian troops with consistent land and aerial bombardments have entered the hitherto impregnable Sambisa forest, and have already captured Camp Zero. The Nigerian army is also constructing a road in Sambisa forest. To underscore the fact that Sambisa forest has been liberated, suggestions are being made that the forest be converted into cattle ranches or colonies in order to prevent the incessant clashes between Fulani farmers and farmers in the country. But based on the resilience of Boko Haram and its capacity to regenerate itself, like every other terrorist group, it is imperative for the military to sustain its military offensive against the militant group so as to crack the will and resolve its leadership, and decimate its fighting capacity. The federal government should also re-examine what appears like an indiscriminate release of the so-called repentant and de-radicalised Boko Haram fighter. There is the possibility that, if

proper de-radicalisation and profiling of 'repentant' Boko Haram members is not carried, they may rejoin the group and beef up the capacity of the sect to continue with its terror attacks. Above all, the federal government should focus on the providing good governance, epitomised in the security and welfare of the citizens, which constitutes the primary responsibility of government. In the final analysis, in spite of relative success of the current counter-terrorism operations by the Buhari administration, the stark reality is that Boko Haram has not been defeated.

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## Impact of External Business Environment on Small and Medium Scale Enterprises in Osun State, Nigeria: A Review

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### Introduction

The environment within which the business operates is very important for running Small and Medium Scale Enterprises (SMEs). For instance, where there is a change in the government policies, the business has to make the necessary changes to adapt to the new policies. Similarly, a change in the technology may render the existing products obsolete, for instance the flat televisions (LCDs & LED) have made the black and white televisions out of fashion. Again a change in the fashion or customers' taste may shift the demand in the market for a particular product e.g. the demand for locally made wears and shoes have reduced the sales of foreign wears and shoes. All these factors are beyond the control of the business. A business environment comprises of such factors as infrastructural, legal, natural, financial, cultural, economic, social and political environments. These environmental forces have been found to be capable of either impeding or facilitating entrepreneurial activities in any economy. The World Bank is of the opinion that improvement in the enabling environment leads to greater levels of investment by the private sector, more wealth, job creation and poverty alleviation (Adeoye, 2013).

The relationship between business and its environment is one of mutuality; that is, the environment exerts pressure on the business while the business, in turn, influences some aspects of its environment. This study attempts to review how one affects another by describing such relationship. The study will also describe the key terminologies and concepts that link the relationship together in order to bring home the mutuality in the relationship.

### The Concept of Small and Medium Scale Enterprises

Different scholars have given different definitions to SMEs. Some attempt to use the capital asset while others use skill of labour and turn-over level. Others define SMEs in terms of their legal status and method of production. Storey (1994) argues about the danger of using size to define the status of firm by stating that in some sectors all firms are regarded as small, while in other sectors of the economy, there are possibly no firms which are small.

However, in July, 2001, micro-small and medium enterprises (MSMEs) in Nigeria were defined by National Council on Industry as follows:

- **Micro/ Cottage Industry:** An industry which has a total cost, including working capital (but excluding cost of land) of not more than N1 .50 million with a maximum of 10 employees.
- **Small-Scale Industry:** An industry with a labour size of 11-100 workers, or total cost of not more than N50 million, including working capital but excluding cost of land.
- **Medium Scale Industry:** An Industry with a total cost of over N50 million but does not exceed N200 million, including working capital but excluding cost of land.
- **Large Scale Industry:** An industry with a working capital of more than N200 million and a work force of over three hundred workers but excluding cost of land.

European Commission (EC) (2003) defined Small and Medium Enterprises (SMEs) as enterprises which employ fewer than 250 persons and which have an annual turnover not exceeding 50million Euro or an annual balance sheet total not exceeding 43million Euro. Consequently, the EC definition is too all

embracing to be applied to a number of nations. It is clear from the various definitions that there is no general consensus over what constitutes SMEs. Definitions vary from industries to industries and from countries to countries. From Nigeria context, we can define SMEs as entities engaged in economic activities, irrespective of their legal forms. This definition has taken into consideration economic activities engaged in by business organizations such as sole proprietorships, partnerships, cooperatives, associations, family firms etc.

Apart from the foregoing, Small and Medium Enterprises (SMEs) occupy a place of pride in virtually every country or state. Because of their (SMEs) significant roles in the development and growth of various economies, they (SMEs) have aptly been referred to as “the engine of growth” and “catalysts” for socio-economic transformation of any country. SMEs represent a veritable vehicle for the achievement of national economic objectives of employment generation and poverty reduction at low investment cost as well as the development of entrepreneurial capabilities including indigenous technology.

SMEs operate within environment which according to Adidu&Olanye (2006) is an aggregate of all conditions, events, circumstances and influences that surround and effect the business organization. Business organizations must interact with those forces that influence its decisions, directions, actions, size, health and profitability in the environment. Agboli and Ukaegbu (2006) state that SMEs do not operate in vacuum; they affect and are affected by environmental conditions. Therefore SMEs irrespective of their objectives must take into consideration, these environmental opportunities and constraints.

### **The Concept of Environment**

The word “environment” is derived from the French word and “Environ” which means “surrounding”. Our surrounding includes biotic factors like human beings, plants, animals, microbes etc. and abiotic factors such as light, air, water, soil among others. According to UBC Net Tutor Commerce (2008), environment is the sum total of conditions that surrounds us at a given point of time and space. It is comprised of the interacting systems of physical, biological and cultural elements which are interlinked both individually and collectively. It states further that environment is the sum total of conditions in which an organism has to survive or maintain its life process. It influences the growth and development of living forms. Pannerseelvan and Rarmarknshnan (2005) defined environment as the

universe of a biotic and other physical elements as organized into dynamic system. These systems are ecological systems or ecosystems which represent the integration of living (biotic) and non-living (abiotic) elements in the environment. Thus, environment refers to anything that immediately surrounds an object and exerting a direct influence on it. It consists of the interacting systems of business physical and cultural elements which are interlinked collectively.

### **The Concept of Business Environment**

According to business dictionary (2013), business environment can be defined as the combination of internal and external factors that influence a company’s operating situation. The business environment can include factors such as: clients and suppliers; its competition and owners; improvement in technology’ laws and government activities; markets, social and economic trends. Fernando (2011) regards business environment as external forces, factors and institutions that are beyond the control of the business and they affect the functioning of a business enterprise. These include customers, competitors, suppliers, government and the social, political, legal and technological factors etc. Ask.com (2013) also defined business environment as the physical and operational factors, both internal and external, that affect the flow of activities in a business. They include; customers, competitors, suppliers, distributors, industry trends, substitutes, regulations, government activities, the economy, demographics, social and cultural factors, innovations and technological developments. A business is influenced by the environment in which it operates and the success of any business is dependent on its ability to adapt to its environment. The complexity of this reality for business owners is compounded by the fact that there are many different environments that each business operates in (IBS, 2013).

Blurtit (2013) also regards business environment as those conditions and forces which are eternal to the business and are beyond the individual business unit, but they all operate within it.

On the basis of the above definitions, the features of business environment can be summarized as follows:

- (a) The sums total of all factors external to the business firm and greatly influence their functioning.
- (b) Factors and forces like customers, competitors, suppliers, government and the social, cultural, political, technological and legal conditions.

### Features of Business Environment

Business environment has the following features:

- a) Business environment is the sum total of all factors External to the business firm and that greatly influence their functioning.
- b) It covers factors and forces like customers, competitors, suppliers, government and the social, cultural, political, technological and legal conditions.
- c) The business environment is dynamic in nature, which means, it keeps on changing thereby provoking SMEs to change too. SMEs that refuse to change and adapt to the dynamic changes in the environment is likely to price itself out of market. This is probably one of the reasons why SMEs often die within the first 5 years of existence/operations.
- d) The changes in business environment are unpredictable. It is very difficult to predict the exact nature of future happenings and the changes in economic and social environment.
- e) Business environment differs from place to place, region to region and country to country. Political conditions in Nigeria differ from those in South Africa. Taste and values cherished by people in Nigeria and France vary considerably.

### Relationship between Business Environment and SMEs

There is a nexus between the business and its environment. This nexus helps in strengthening business enterprises to use its resources more effectively. According to Chidambaram (1999), business environment is very important to SMEs in the following ways:

- **Determining opportunities and Threats:** The interaction between the business and its environment would identify opportunities for and threats to the business. It also helps the business enterprises to resolve challenges successfully.
- **Giving Direction for Growth:** The interaction with the environment leads to opening up new frontiers of growth for the business enterprises. It enables the business to identify the areas of growth and expansion of their activities.
- **Continuous Learning:** Environmental analysis makes the tasks of managers easier in dealing with agro-business enterprises challenges. The managers are motivated to continuously update their knowledge, understanding and skills to meet the predicted changes in realm of business.
- **Image Building:** Environmental understanding helps the business organizations in improving

their image by showing their sensitivity to the environment with which they are working.

- **Identifying Firm's Strength and Weakness:** Business environment helps to identify the individual strengths and weaknesses in view of the technological and global developments.

### The Nigerian Business Environment

The relationship between business and the environment has been given attention in the last few decades. The Nigerian business environment has been evaluated and addressed by several scholars and several suggestions have been recommended but there has been no visible change. The Nigerian business environment is multifaceted, complex and dynamic in nature and has a far-reaching impact on the performance and growth of the entrepreneurship business. The World Bank is of the opinion that improvement in the enabling environment leads to greater levels of investment by the private sector, more wealth, job creation and ultimately more poverty reduction.

The Nigeria government has initiated several programmes that are geared towards the mobilization, training and supporting initiatives that will promote financial literacy and entrepreneurship development. Despite all these, the efforts seem abortive; this can be linked to environment, some of which are external environmental factors which are analyzed below.

### The Concept of External Business Environment

The concept of external environment is for every kind of business operation. External environment is an attempt to understand the outside forces of the organizational boundaries of SMEs. External environment can provide both facilitating and inhibiting influence on organizational performance. Duncan (1972) views external business environment as the totality of factors outside an organization that are taken into consideration by an organization in its decision making. These factors depend largely on the complexity and dynamism of the environment (Duncan, 1972; Dess & Beard 1984). Thus, external business environment has been classified as being stable when it does show any changes, unstable when it shows relative changes and dynamic when it shows changes continuously (Aguilar, 1967).

### Types of External Business Environment

The types of external business include:

- **Economic Environment:** According to Adeoye (2013), the survival and success of each and every business enterprises depend fully on its economic. Managers in the business enterprises should be worried about the trends in the economic

conditions in their decision making. This is defined by factors such as: (i) Gross Domestic Product (GDP) (ii) Government fiscal and monetary policies (iii) Unemployment rate (iv) Exchange rate (v) Inflation rate (vi) Capacity utilization.

- **Political Environment:** Mark and Nwaiwu (2015) submit that not only the political environment poses direct risks to small and medium scale enterprises. They also posited that regulatory changes have the potential to promote or inhibit market competition, social risks often have political bases and responses and political mismanagement can turn natural or human-made events into catastrophes. According to Okeyo (2014), the implication of political environment to a business enterprises is that the risk emanating from it is a measure of likelihood that political events may complicate its pursuit of earnings through direct impacts (such as taxes or fees) or indirect impacts (such as opportunity cost forgone).
- **Legal Environment:** According to Adeoye (2013), legal environment consists of the laws, regulations and procedures of a country which SMEs are anticipated to comply with in the course of their operations. These laws may facilitate successful business conduct as well as constitute handicaps to successful performance. Furthermore in carrying out their business operations, agro business, enterprises are required by law to pay taxes, value added tax, capital gain tax, education tax, import duties, excise duties among others.
- **Socio-cultural Environment:** Socio-cultural environment in broad terms consists of both the social system and the culture of a people. It refers primarily to man created intangible elements which affect people's behaviour relationship, perception and way of life, and their survival and existence. In other words, the socio-cultural environment consists all elements, conditions and influences which shape the personality of an individual and potentially affect his attitude, disposition, behavioural decisions and activities. Such elements include beliefs, values, attitudes, habits, forms of behaviour and life styles of persons as developed from conditioning (Adeleke et al, 2003). Akpor-Oboro (2012) maintains that social cultural environment, in relation to business enterprises can be defined as consisting of all the elements of the social system and culture of a people which positively or negatively effect and influence business enterprise emergence, behaviour and performance and entrepreneurship development in general.
- **Demographic Environment:** This refers to the size density, distributions and growth rate of the business. These factors have direct bearing on the demand for agricultural products. For instance a country where population rates is high and children constitute a large section of population, then there is more demand for baby food products. Similarly the demand of the people of cities and towns like Lagos, Ibadan, and Port-Harcourt are different from the demand of the people of rural areas. Thus an agro business enterprise owner keeps a watch on the changes on the demographic front and reads them accurately in order to land opportunities knocking at its doorstep.
- **Natural Environment:** The natural environment includes geographical and ecological factors that influence the business operations. These factors include the availability of natural resources, weather and climatic condition, location aspect, top a graphical factors etc. Business is greatly influenced by the nature of natural environment. For example, sugar factories are set up only at those places where sugarcane can be grown. It is always considered better to establish manufacturing unit near the sources of input. Also, government's policies maintain ecological balance, conservation responsibility on the business sector (Shaikh, 2010).
- **Technological Environment:** Technological environment has impact on the two decision take by SMEs. Technological change can involve:
  - **New process of production:** New ways of doing things which rises productivity of factors inputs; for example around 80% of technological change has been processing agricultural technology innovation.
  - **New products:** For example Led Indoor Crop Cultivator, Air Seeder or Plow, Sprayers, Grain header harvester and Rotary tiller etc. are direct result of agricultural technological innovations for agricultural products (Zubair, 2013).
  - **International Environment:** Adeoye (2013) refers to international environment as all those elements on the international scene, which can help or inhibit the decision and operations of the business enterprise. Changes in the economic, social, technological, political and public issues affect the operations of agro-enterprises. This is because most companies depend on imported raw materials, technology and other services or export their goods and services overseas.

- **Financial Environment:** UGC NET Commerce (2008) ascertains that business finance is concerned with making decisions about the investments in the business. It includes bond markets, forex markets, stock markets, commodity markets, OTC markets, Real estate markets, and cash or spot markets. All these markets play an important role in raising finances for the companies and at the same time give profits to the investors.
- **Social Environment:** The social environment of business includes social factors like customs, tradition, values, beliefs, poverty, literacy, life expectancy rate etc. The social structure and the values that a society cherishes have a considerable influence on the functioning of business firms. For example, during festive seasons there is an increase in the demand for new clothes, sweets, fruits, flower etc. Due to increase in literacy rate the consumers are becoming more conscious of the quality of the products. Due to change in family composition more nuclear families with single child concepts have come up. This increase the demand for the different types of household goods. It may be noted that the consumption patterns, the dressing and living styles of people belonging to different social structures and culture vary significantly.
- **Competitive Environment:** These are those firms that market products that are similar to, or can be substituted for, a business' product(s) in the same geographical area. The four general types of competitive structure are monopoly, oligopoly, monopolistic competition, and perfect competition.

### Organizational Performance

Organizational performance is one of the most important variables in the management research and arguably the most important indicators of the small and medium scale enterprises.

Although the concept of organizational performance is very common in the academic literature, its definition is difficult because of its many meanings. For this reason, there isn't a universally accepted definition of this concept. In the 1950s organizational performance was defined as the extent to which organizations, viewed as a social system fulfilled their objectives (Georgopoulos Tannenbaum, 1957). Performance evaluation during this time was focused on work, people and organizational structure. The years 1980s and 1990s were marked by the realization that the identification of organizational objectives is more complex than

initially considered. Thus, organizational theories that followed supported the ideal of an organization that achieves its performance objectives based on the constraints imposed by the limited resources (Lusthaus&Adrien, 1998). In this context, profit became one of the many indicators of performance. Lebens & Euske (2006) provided a set of definitions to illustrate the concept of organizational performance:

- Performance is a set of financial and non-financial indicators which offer information on the degree of achieving of objectives and results.
- Performance is dynamic, requiring judgment and by using a causal model that describes how current actions may affect future results.
- To define the concept of performance is necessary to know its elements characteristic to each area of responsibility.
- To report an organization's performance level, it is necessary to be able to quantify the results.

### Conclusion

There is no doubt, based on the empirical study discussed in this paper, that all the types of external business environment (economic, political, legal, socio-cultural, demographic, natural, technological, global, financial, social and competitive) have significant impact on organizational performance of small and medium scale enterprises. It is also realized that there exists relationship between SMEs and the environment in which they occur.

In all, it should be noted that understanding all these types of external business environment and their implications on organizational performance of SMEs will enable entrepreneurs to identify opportunities and threats to their businesses and update their knowledge, understanding and skills to meet the predicted changes in order to sustain their enterprises.

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## **The Trends of Inflation, Investment and Economic Growth in Sub-Saharan Africa (SSA) (1986-2015)**

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### **Introduction**

Macroeconomic stability and an upward sustainable economic growth are amongst the major objectives of policy-makers in both developed and developing countries of the world. Rapid and sustainable economic growth is recognized as a necessary condition for economic development. This objective involves producing more goods and services with the same or less materials input.

Meanwhile, for this lofty objective to be achieved, priority is usually given to the level of both public and private investment in the economy and the rate at which they accelerate this desire economic development process. The level of investment is often considered as one of the main channels through which inflation's impact is transmitted into economic activities and the growth process of the economy. High inflation rate is said to influence investment and growth through its distortion of labour market, capital market and international competitiveness. This sometimes creates the possibility of short term contracts between employees and employers that often give rise to frequent renegotiation of wages resulting in reduced productive hours with its negative consequent on economic growth.

Meanwhile, the relationship amongst inflation, investment and economic growth usually plays out like a delicate dance. For instance, economic growth serves as a necessary condition in stimulating investment decision. If overall economic growth is declining or constant, it may reduce private companies' profit which serves as the primary driver of investment performance. However, excessive growth rate can also be dangerous to an economy as it may likely come with increased inflation rate that may erode investment gains by making money and future corporate profits less valuable. This explains why twin policy targets of price stability and incentives for investment attraction have been the major preoccupation of most governments of

developing economies especially the Sub-Saharan African countries. This implies that level of investment and inflation rates are important factors that may reduce or trigger economic growth process. That is why it becomes crucial to investigate the trend of these three variables in the region of Sub-Saharan Africa.

The Sub-Saharan Africa region is made up of 49 countries, divided into four sub-regions which include: Central Africa, East Africa, West Africa, and Southern Africa. The region, predominantly agriculture based is geographically located within the south of Sahara Desert continent of Africa. Most countries in the region are characterized with low savings, low level of investment and high inflation rate. They rely heavily on importation of both intermediate and finished goods and they remain as one of the major foreign aid recipients. Given these problems, government of most countries in this region often embark on various macroeconomic stability and investment policies with a number of incentives aimed at attracting investors into their countries in order to attain economic growth. This brings us to the question of what has been the trend of these three variables in the region. The aim of this study is to empirically determine and analyse the trend of these three variables in the last three decades.

The empirical trend analysis of these variables is very crucial for the Sub-Saharan Africa region as it will help to measure and compare the efficiency of macroeconomic policies in respect of these three variables. It will equally provide evidence which can be used to formulate relevant policies targeted for macroeconomic stability and investment attraction which may stimulate economic growth of the region. This analysis is important as it may provide the basis for understanding the challenges and issues facing the region which can aid the government and key policy makers within the SSA region will equally find the knowledge of existing trends of the three variables to be important as it may aid and

ensure development and implementation of sound macroeconomic policies for the region. Stakeholders to be more strategic in their approach to the issue of economic growth of the region.

The empirical analysis of the study covered thirty years (1986-2015). Apart from the fact that the choice of the periods were restricted by availability of required data on all the variables, these periods between 1986 and 2015 equally witnessed many structural changes in the economy of the region as stringent economy stabilization measures were introduced resulting from the dramatic down turn of the region's economy. By the 80s and the 90s, most countries deregulated some sectors of their economies. Structural Adjustment Programme (SAP) was equally introduced in most of the SSA economies to serve as stringent economic policies measures for self-sustainable growth and development. The region also witnessed lot of political instability and armed conflicts within these periods which affected every sectors of the region economy.

### Literature Review

Theoretical and empirical literatures indicated divergent views and position in terms of nature, trend, direction and optimal level of inflation rate that favour investment and economic growth in both developed and developing countries. Most studies on the three variables are characterized with mixed findings mostly due to the nature of data and methodology employed for the analysis. This made the nature, and direction of these three variables to be ambiguous in these theoretical and empirical literatures. For example, while some theoretical and empirical literatures found direct relationship amongst inflation, investment and economic growth (Mundell, 1963; Tobin, 1965; McClain and Nichols, 1994; Mallik and Chowdhury, 2001; Shahzad and Shahnawaz, 2011; Muhammad and Arslan, 2012), few other studies showed negligible effects of inflation on the two variables (Sidrauski, 1967), while many others studies revealed negative relationship between inflation and other two variables (Stockman, 1981; Barro, 1995; Vikesh and Subrina, 2004; Miller and Benjamin, 2008; Ahortor and Adenutsi, 2009; Taiwo, 2011; Piotr and Andrzej, 2012; Monaheng, 2012; Muhammad, Imran and Fatima, 2011; Olaiya et al., 2012; Abu, 2010; and Chih-Chuan, 2012).

Specifically, Monaheng (2012) examined the nature of relationship that exists between inflation and economic growth using all countries in Southern African Development Community (SADC) as case study. The study utilized Generalized Method of Moments, System Generalized Method of Moments.

The study revealed that inflation and economic growth in the region are negatively related. Similarly, Muhammad, Imran and Fatima (2011) explained that the relationship between growth and inflation depends on the state of the economy. They emphasize the possibility of high economic growth that is not followed by increased inflation rate if the potential output of that economy is growing at the pace of general demand. It is also possible if the actual output is below the potential output and there is sufficient spare capacity available to handle the demand pressures. When the actual output becomes equal with the potential output and there remains no spare capacity where the economy is working at full employment, any further increase in growth will come at the cost of rising inflation. If this demand continues to grow without additional growth in the output, it will lead to rapid increase in the general price level. This will result in a severe consequence for the economy in the long run.

In another related study, Olaiya et al. (2012) used trivariate vector error correction model and multivariate granger causality while investigating the nature of relationship that exists among inflation, government expenditure and economic growth in Nigeria. The paper revealed negative long-run relationship between inflation and growth with unidirectional causality running from growth to inflation.

On the nature of relationship between inflation and investment, Piotr and Andrzej (2012) used theoretical models to explain various channels and effect of inflation on investment. The paper attempts to answer some questions relating to the direction and strength of relationship between corporate investment and inflation for 21 Organization of Economic Cooperation and Development countries (OECD) during 1960 to 2005. Their result showed significant negative relationship between the variables. Also, Abu (2010) in a country specific study examined the relationship between foreign direct investment and economic growth in Nigeria over period 1970-2008. The paper employed co-integration and Granger causality techniques to analyze the relationship between investment in the form of foreign direct investment and economic growth. The result of the analysis suggests positive long-run relationship between foreign direct investment and economic growth in Nigeria. In the same manner.

Taiwo (2011) equally provided another country specific study that showed negative relationship between inflation and investment as well as between inflation and economic growth. The paper examined the effect of inflation on investment and economic

growth in Nigeria using annual data from 1981 to 2006. The methodology of Ordinary Least Squares (OLS) was utilised for the study.

From these theoretical and empirical reviewed, it is quite cleared that there are conflicting theories and findings as regard the nature and direction of the three variables. This suggests that the issue of inflation-investment-growth nexus involves some level of complexity as only a few studies have tried to examine the interrelationship of these variables within the context of Sub-Saharan Africa region. This creates a gap in knowledge which this study intends to fill. It is important to ascertain the precise behaviour of these variables as the rate of inflation and level of investment could be of some relevance in explaining the actual correlation that exists among inflation, investment and economic growth in SSA countries. This can as well provide the tools that may help government of various countries within the region in the development of both fiscal and monetary policies that can give rise to strong economic performance.

#### Measurements of variables

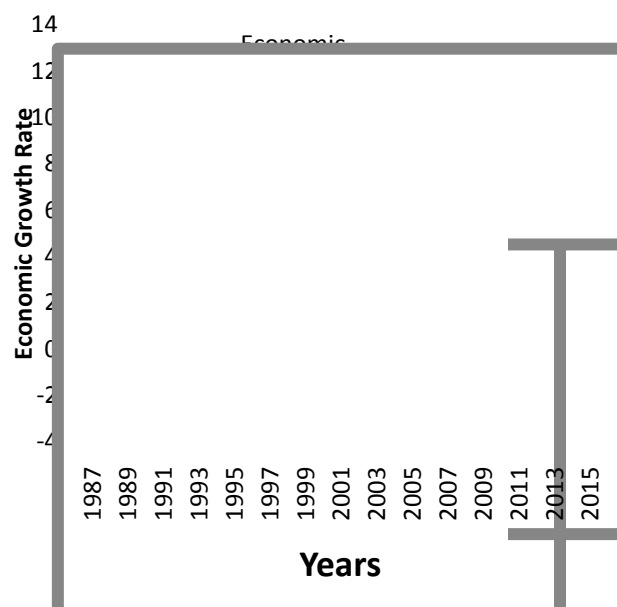
Gross Domestic Product annual growth rate (GDPGR) proxy for economic growth is the annual percentage growth rate of GDP. The annual percentage growth rate of Gross Fixed Capital Formation is proxy for the level of investment (INV). Inflation rate is the percentage rate of change in consumer prices (INF). It is measured by the consumer price index (CPI). All data values were based on constant local currency from the World Bank's World Development Indicators (2016)

#### The Trends of Economic Growth in Sub-Saharan Africa (SSA)

The Sub-Saharan Africa region is geographically located within the south of Sahara Desert continent of Africa. The region is made up of 49 countries which are divided into four sub-regions that include: Central Africa, East Africa, West Africa, and Southern Africa. The Central Africa is comprised of nine countries namely: Cameroon, Chad, Gabon, Democratic Republic of Congo, Central African Republic, Congo Republic, Equatorial Guinea, Gabon, São Tomé and Príncipe. The East Africa is composed of 12 countries. These are: Tanzania, Uganda, Kenya, Eritrea, Ethiopia, Tanzania, Somalia, Djibouti, Burundi, Rwanda, Sudan and South. The countries within the West African sub-region are: Benin, Burkina Faso, Cape Verde, Cote d'Ivoire, Ghana, Gambia, Guinea, Guinea-Bissau, Liberia, Mali, Niger, Nigeria, Sierra Leone, Senegal and Togo. The Southern African sub-region is made

up with fourteen countries. These are: Angola, Botswana, Comoros, Lesotho, Madagascar, Malawi, Mauritius, Mozambique, Namibia, Seychelles, South Africa, Swaziland, Zimbabwe and Zimbabwe.

The SSA region outlook between 1986 and 1988 presented a dynamic positive performance within these years. Figure 1 showed that on the average, the region gross domestic product growth expanded by 220.3 percent between 1986 and 1988. This value maintained a gradual declination all through 1989 to 1990 before it assumed negative values of -0.08 and -1.485 percent respectively in 1991 and 1992. This might be attributed to severity of the international economic recession in the mid-1980s which must have imposed considerable constraints on the growth and development of the region during these 1991 to 1992 periods. This can also be the result of oil shocks and poor economic performance of most countries in the region due to the presence of political and armed conflict in those countries. Significant improvement in the growth rate was recorded in the year that followed as the growth rate figure 1 presents an increase in the growth rate of real GDP from 0.12 percent in 1993 to 5.03 percent in 1996. The value dropped to 3.65 percent in 1997, 2.30 in 1998 and 2.33 in 1999 before the trends began to oscillate around 3.5 percent all through the year 2000 to 2002.



**Figure 1: Trend of Real Growth Rate, of Sub-Saharan Africa (SSA)**

**Source:** World Development Indicators (2016)

Furthermore, the average economic growth rate between 2003 and 2008 was 6.36 percent. This represents a significant change compared to previous years. This improvement was linked to the steadily accelerated growth that recorded across the region in

these years. This could be attributed to many factors, such as continuous reforms and improved policies, debt relief, vast natural resources, and increased investment in the region. A country like Angola benefited from high oil prices and rising production levels during these 2003-2008 periods. Botswana and Namibia also enjoyed robust expansion of their minerals sectors within these periods. Textile sectors improvement equally characterized the periods in Lesotho and Mauritius under the U.S. Africa Growth and Opportunity Acts. These contributory factors also include improved macroeconomic policies, trade and regulatory reforms, and reduced levels of armed conflict in the region. The resilience of sub-Saharan Africa economies as witnessed by modest impact of 2007-2008 global economic crises on the region contributed to this growth rate. Though, the precondition for economic growth varies among countries within the region which contributed to the uneven pace of economic growth across the region.

The average growth rate of real gross domestic product in the region between 2009 and 2014 was 10.40 percent. This was a departure from an average growth rate of 7.8 percent in 2003-2007. This may be attributed to the fact that the previous high growth in most sub-Saharan Africa countries was supported by strong growth in the largest emerging market economies particularly the Chinese economy. The tighter financial conditions of China in the years that followed was not favourable to the exportation of some commodities from SSA countries particularly, copper and iron ore. This affected the level of investment in the mining sector where these commodities are produced. Beside this, there was a reduced appetite of Chinese companies for investing abroad as a result of the constraint financial policy at the home front (IMF Regional Economic Outlook 2014). Apart from these, some countries within the SSA region were characterized with weak growth particularly Sudan, South Sudan, Democratic Republic of Congo, Zimbabwe and Central Africa Republic due to armed conflict and political instability in those areas. The internal conflicts in the Central African Republic, Sudan, South Sudan and man-made calamities in Zimbabwe exacted heavy toll on their economies with spillover adverse effects on the neighboring countries around them. Despite this factor of unbalance growth, the overall growth trend in this region is more buoyant than the outlook for some other regions in the world, especially the advanced economies of Europe and North America. This was reflected in the characteristics which countries in the region shared with other developing economies. These include growing labour populations, rising urbanization and absorption of

new technological advances in the area of information and communication technologies. All these have provided the platforms for maintaining a sustainable growth rate of the region economy.

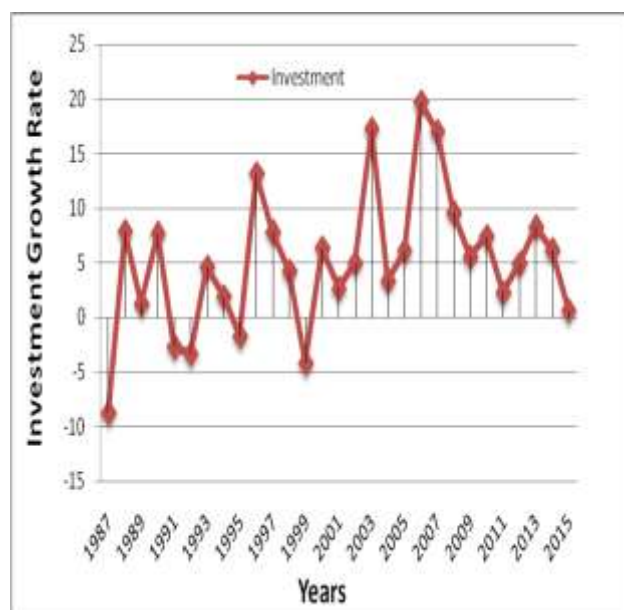
### **The Trend of Investment level in Sub-Saharan Africa (SSA)**

Figure 2 traced the trends in level of investment for the region based on annual data from 1986 to 2015. Investment growth was high in the first three years as shown in the chart. The level of investment steadily increased from about -10.98 in 1986 to about 8.73 percent in 1988. This growth in investment might be largely attributed to the region structural change policy such as Structural adjustment programme which reduce the share of agriculture in GDP resulting from the expansion of the service industry. This pickup in investment did not only contribute to growth directly, but also helped boost the productive capacity of the region's economy. The growth in the level of investment assumed negative values all through 1989 to 1992. This can equally be attributed to the region macroeconomic and political instability as the region was not only faced with economic crisis characterized by famine, malnutrition, high rate of unemployment, refugees and severe poverty, but was also burdened by serious political problems, including one-person rule, violation of human rights, inter-ethnic and interregional conflict and the lack of tolerance for minority groups. All these problems probably projected an image that SSA was a region riddled by crises and not conducive for investment destination. This made most investors to develop a perception that investing in the region was unsafe.

The level of investment situation was increased in the seven years that followed as average growth of investment within 1993 to 1998 was 6.88 percent before it assumed negative value of -3.71 percent in 1999. The improved growth of investment in these years 1993-1998 could be linked to increase in public investment of most countries in the region. Ethiopia, Ghana, Namibia, Niger, Nigeria, South Africa, Tanzania, Uganda, and Zambia are all examples of countries that stepped up investment spending which was geared toward provision of basic infrastructure particularly power generation, roads and port facilities in the region.

There was a great improvement in the level of investment from 2001 to 20012 as shown in the figure 2. The pick-up in growth was maintained all through the global slowdown of 2007-2008 as average growth of investment between 2010 and 2013 was 5.62 percent. This might be attributed to presence of foreign direct investment in the region as

Mozambique, Madagascar, Mauritius, Nigeria, South Africa, Botswana, Malawi, and Swaziland received large share of these foreign direct investments in both natural resource and Manufacturing sectors. The mining sector, active tourism industry, financial services and other related investment have remained the main engines of growth process in the region. These have contributed to the increased investment level as presented in figure 2. The investment growth can also be linked to different sectorial transformation undertaken by most countries in the region. This value reduces to 0.62 in 2015.



**Figure 2: Trend of Investment Growth in Sub-Saharan Africa (SSA)**

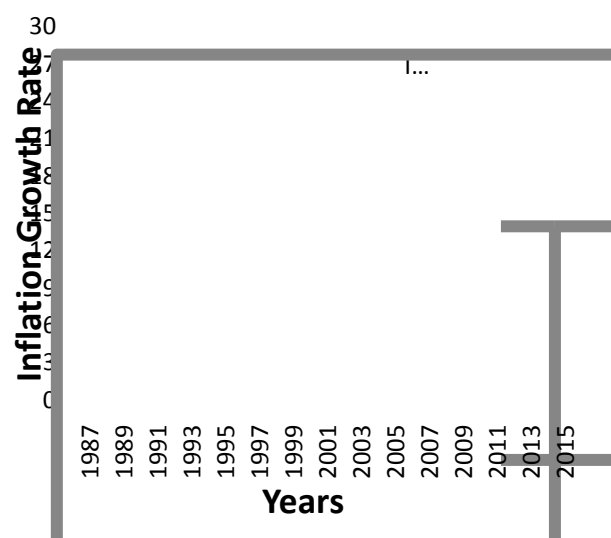
Source: World Development Indicators (2016)

### The Trend of Inflation Rate in Sub-Saharan Africa (SSA)

The figure 3 shows that SSA experienced a single-digit episode of inflation rate at 7.61 percent in 1986, 8.40 percent in 1987, 8.76 percent in 1988 and 9 percent in 1989. Inflation gradually increased to 10.63 percent in 1991. The surge in oil price of 90s was believed to be principally responsible for this inflation rate. This increase was also attributed to economic restructuring in the form of structural adjustment programme (SAP) and deregulation of most industries which were earlier under heavy regulation in most countries of the region. Consequently, consumer goods prices in SSA began to rise as inflation accelerated from 9.68 per cent in 1993 to 27.45 per cent by the end of 1994. The armed conflict and political instability in many part of the region which hurts investment and made business environment unattractive might also contributed to this level of inflation rate. This trend in inflation

declined to 7.35 percent in 1996 and 6.44 in 1998. It oscillated around 5 percent in 2000-2002. It increased to 6 percent all through 2003-2006, and became 10.56 percent in 2008.

The unpopular economic policy of Zimbabwe regarding foreign direct investment, brought hyperinflation to the Zimbabwe economy, the triple-digit inflation challenges in Angola and Democratic Republic of Congo, Mozambique and Rwanda. The lack of democratic process of governance in Swaziland all partly contributed to these escalations of inflation index in the region. The figure also showed that inflation rates in the region reduced to a single digit between 2009 and 2015 as inflation in most of the region's poorer performers have converged toward this level. In countries like Nigeria where exchange rates came under pressure, the central banks responded by tightening policies to stabilise the rates with aims of containing inflation. Most African countries also engaged prudent fiscal policies in these periods to keep budget deficits at sustainable levels. Though, in many countries, including oil exporting countries, fiscal policies were seen to be weakened despite efforts to limit spending and to improve tax revenues (IMF Regional Economic Outlook, 2014). Though, most countries in the region made considerable headway in the establishment of price stability in their countries during these periods.



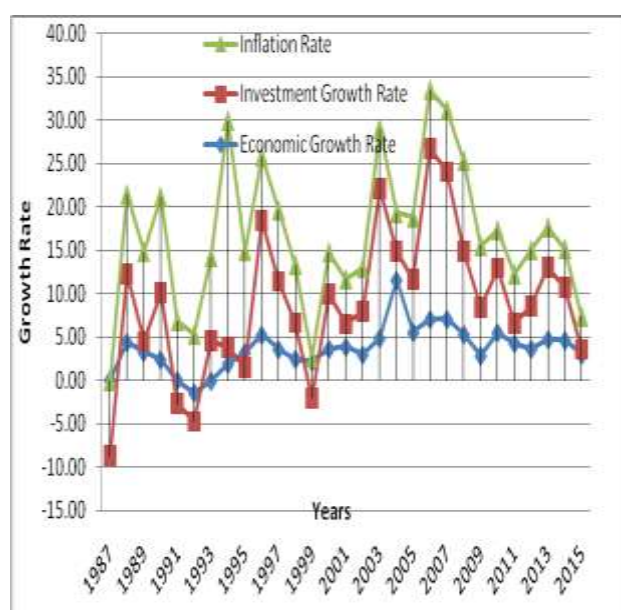
**Figure 3: Trend of Inflation Rate in Sub-Saharan Africa (SSA)**

Source: World Development Indicators (2015)

### Trend of Inflation, Investment and Economic Growth in the Sub-Saharan Africa (SSA)

In order to have a clear understanding about the relationship that exists among inflation, investment and economic growth in SSA region, figure 4 is used to show the association of the three variables. The

figure traced the trends in economic growth, level of investment and inflation rates for the region based on annual data from 1986 to 2012. According to this figure 4.4, economic growth trend show high growth rate from 0.35 percent in 1986 to 4.09 percent in 1988. At the same time, the level of investment accelerated from -10.98 in 1986 to 8.74 percent in 1988. Inflation rate equally move from 7.60 percent to 8.76 percent in 1988. When growth of the economy declined to -1.48 in 1992 as a consequent of oil shocks and poor economic performance of most countries in the region at that period, the level of investment also declined from 8.73 in 1988 to -3.19 in 1992, while inflation rate recorded an increase of 9.01 percent in 1989 to 10.63 percent in 1991. Then, a significant improvement of economic growth was recorded between 1996 and 2012; while the average trend of investment was oscillating around 6.52 percent up to the year 2004 before the percentage trend become double digit between the years 2005 to 2008. Inflation rate recorded the most inconsistent values in the region during these periods as the region recorded all high inflation rates of 27 percent and 12 percent in 1994 and 1995 respectively before the average value began to oscillate around 6.32 percent between 1997



and 2015.

**Figure 4: Trend of Inflation Rate, investment and economic growth in Sub-Saharan Africa**

Source: World Development Indicators (2015)

### Conclusion

The study has shown the nature and direction of relationship amongst inflation, investment and economic growth in the SSA countries. It is shown that the level of inflation is above that of investment

and growth. This might be detrimental to sustainable growth of most countries in the region. This presents important policy implications for both domestic policy makers and development partners of countries in the region. This means that the stability of inflation is a necessary condition for promoting investment and economic growth of the region. The governments in the region need to enhance and coordinate their individual monetary and fiscal policies in order to improve regional inflation, increase investment and economic growth performance. This will help in tackling the myriad of developmental challenges facing most countries the region.

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## The Crises of Liberal Democratic Practice in Africa: A Plea for an Inclusivist Democracy

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### Abstract

*It is a truism that democracy is fast becoming the paradigm of good governance globally, any undemocratic regime, no matter how efficient it may seem, is likely to be rejected in twentieth century in favour of democracy. Liberal democracy, as one of many variants of democracy, was foisted on Africa during colonialism and the system dominates African political and economic space today. Western liberal scholars, notable among which is Francis Fukuyama seeks a Universalist agenda for history whereby liberalism is taken as having potential answers to all political contradictions arising from history. This position undermines the existing traditional African socio-cultural and political systems, thereby resulting in many contradictions in African socio-political and economic space. This paper therefore, presents the idea of an inclusivist democracy which combines workable liberal democratic ideals with elements from traditional African cultural and historical heritage. The study adopts research methods of critical analysis, conceptual elucidation and reconstruction of ideas to achieve its goals. Conceptual elucidation was used to clarify ideas such as, history, liberalism and democracy, while critical analysis was employed in interrogating the views of the liberal theorists on the historical development of democracy. Reconstruction was adopted in involving an idea of an inclusivist democracy that would accommodate the historical and cultural specificity of Africa*

**Key Words:** Liberalism, Democracy and African Cultural Heritage

### Introduction

Western liberal scholars notably Francis Fukuyama interprets ideological evolutionary history the world in favour of liberal capitalism. In the human ideological development there are two elements “Man” and “progress”, that is, man makes progress through ideological formulation. What Fukuyama attempts to do in *The End of History and the Last Man* is to argue that the progress of man is terminated in the evolution of liberal ideology. In other words, man has realised the end of his ideological evolution, and this end is constituted by the liberal orthodoxy. In the liberal sense, the individual is free and equal only to the extent that he or she can pursue and attempt to realise self-chosen ends and personal interest.

In order to create equality in the economic realm, the liberal allows individuals to exploit their natural capacity to the fullest. This created unforeseen contradiction of inequality of ownership, control and distribution of societal wealth. The inequality in economic realm necessarily affects the expression of freedom in the political realm. The capitalists control the means of production, thereby necessarily pushing the rest of the populace to look for various means of acquiring skills to compete for the little space given by the capitalists. The Western colonialist, not minding the above noted contradiction and African

distinct socio-cultural-political heritage, foisted liberal democracy on African continent in late 18<sup>th</sup> century and the ideology dominates African socio-economic and political space today. The paper therefore explores an alternative democratic ideology that combines the best of the liberal ideals with workable African traditional-socio-cultural heritage.

### Preliminary Conceptual Mapping Liberalism

Liberalism as a political ideology takes as its major concern the freedom and equality of the individual in society<sup>1</sup>. A liberal is a man who believes in liberty. Liberalism as a political ideology is divided into a variety of types and competing visions, but the core commitment of the liberal is in the principles of autonomy and equality in relation to the individual in society. The liberal believes that individuals have a right to order their lives as they see fit<sup>2</sup>.

John Locke, one of the core liberals, argues that humans are “naturally in a state of perfect freedom to order their action... without asking leave, or depending on the will of any other man<sup>3</sup>”. In other words, man as man is free to think and act as he like. He also bears the responsibility of any result of his action.



## Democracy

The meaning of the word 'democracy' varies from writers to writers and place to place. However, democracy in the Western liberal context can be defined as the right of the people "to choose their own government through multi-party election on the basis of universal and equal adult suffrage."<sup>4</sup> As defined above, democracy focuses on the concept of equality within the political realm.

In this study, we shall discuss democracy from three major areas: the political, the economic and the social perspectives.

### Political Democracy

The political aspect of democracy is concerned with the theory and practice of government based on equality, liberty and individual freedom. A citizen under democratic setting has a right to vote for the candidate that he wishes, and he also can stand for an elective position. In a democratic form of government, changes in leadership are effected peacefully through elections.<sup>5</sup>

### Economic Democracy

Economic democracy allows the individual the freedom to carry out his economic activities, to develop his talents in securing food, clothing, and shelter. The individual has right to own, use, and enjoy private property.<sup>6</sup>

### Social Democracy

Social democracy demands a situation where civil liberties would be guaranteed as to protect the integrity and dignity of the individual as well as create an open class society in which each person may develop as fully as possible.<sup>7</sup>

### African Traditional Heritage

Wikipedia, the free encyclopaedia described Africa as the world second largest and second most-populous nation on the planet earth. The continent account for about 16 percent population of the world with about 1.2 billion people. Africa was subjected to colonial rule under Britain, France and Portugal in the late 18<sup>th</sup> and early 19<sup>th</sup> centuries.<sup>8</sup>

Before colonialism Africa as a continent in the most part were traditional worshipers with hereditary kingship as a system of Administration. African traditional setting was mostly communalistic. Most African communities under this period live under kings and operated under kingdoms.

### Political Liberalism and African Politics

To understand the nature of African politics, it is apposite here to reassert our position in the introduction that there is a gap between liberal

democratic practice, even in the European context, and liberal democratic ideal, as espoused by Francis Fukuyama. The reality is short of the ideal preached by Fukuyama. The same principle applied to African liberal democratic experience but in a larger degree. In Africa, lip-service is paid to election, development and democratic principles by the political elites before independence. After the attainment of independence in 1960s, most African states adopted one-party and multi-party dictatorship respectively. However, by 1980s most African countries had abandoned one party system for multi-party democratic rule. The failure of one-party dictatorship to solve African social political and economic problems made African leaders seek a more democratic alternative-(multi-party system). The reasons for the failure of the democratic transition in Africa are obvious. African decolonisation was conducted under the guise of false democratisation by the colonial masters. The colonial authorities were forced to embrace democracy as a strategy for maintaining core residual interest. It was reasoned by the colonial masters that plural form of political administration would sharpen local differences and discourage anti-colonial military opposition from the native Africans.<sup>9</sup> The African politicians that were at the fore-front of the decolonisation and democratisation were merely interested in gaining political power. They were not committed to purely democratic struggle but the political elites were only interested in the accumulation of power to enrich themselves and their immediate constituencies at the expense of their national interest.<sup>10</sup>

The struggle for democracy was not a grassroots affair; rather, the struggle was conducted mainly through the medium of urban-based political parties, worker unions and nationalist movements and like<sup>11</sup>. The implication of this is that many Africans do not understand what democratisation actually means not to talk of meaningful participation. The democratisation of that period strengthened the alliance between the emerging political leaders in Africa and the colonial authorities. Rather than democratising the colonial economy, the political/nationalist elites saw the opportunities of replacing the colonial bourgeoisie and they did not waste time in doing this. So, the first democratisation in Africa was not participatory and lack genuine national interest.

About four to five years after independence, most African countries were already growing dissatisfied with *the status quo*, that is, their inability to markedly rise, in terms of development, beyond their colonial legacy. This led to several military coups in Africa. Some of the military coupists that overthrown the

first democratic regimes in Africa were allegedly sponsored by the two super-powers of the Cold War Era, the United States of America (USA) and the Union of Soviet Socialist Republics (USSR); the leadership of either of the countries wanted to influence the leaders of African States towards their ideological orientation: liberal capitalism in the Western world and Socialism in the Eastern world. The end of cold war marked the end of military coups in Africa and also marked the beginning of second phase of democratisation process. The demise of Communism as an alternative ideology to liberal capitalism left liberal capitalism without any opposition. According to Patrick Chabal, in his article "Making Sense of Democracy in Africa: How it all began and where it is going":

*The immediate effect on Africa of the post – 1989 situation was to make it clear to all African government that the West now dictated the economic and political agenda for the continent. In the context of the late eighties and early nineties the agenda consisted of a systematic programme of economic and political liberalisation. Political conditionalities became the order of the day. No longer was it possible to sustain the argument, fashioned out of the dominant social and economic theories of the sixties, that development would in due course induce democratisation. Democracy was now seen as a condition or a pre – requisite to development.*<sup>12</sup>

The inference to be drawn from the above is that the wave of democratisation that came to Africa in the 1990s was externally induced because the West believes that the only way to market their liberal democracy and other economic policies to Africa is to make democracy a necessary condition for economic development after the failure of one party system. The argument put forward by the pioneer African political leaders and theorists in favour of one-party system initially was that, the relative economic prosperity that some African nations enjoyed immediately after independence was as a result of unity brought about by one-party system. According to some foremost African political gladiators, such as, Kwame Nkrumah of Ghana and Julius Nyerere of Tanzania, one-party system is good for national integration, political and economic development. The economic crisis that followed the first fifteen years prosperity after 1960-75 weakens the argument for one-party state in Africa. The weakness of African political system soon became manifest "as resources dwindled, state were less and less able to fulfil their neo- patrimonial function–

either in providing employment or in enabling state resources to be distributed by patrons to their clients."<sup>13</sup>

By early 1989, after the demise of socialism in Europe, Africa was forced to adopt multi-party democracy. There were both internal and external reasons for adopting multi-party democracy. Those who argued that the change from authoritarian of either military dictatorship or one party system to multi-party system highlighted the following reasons:

*(1) the erosion of the legitimacy of the one – party state; (2) the decline in all aspects of state capacity; (3) the failure of development; (4) the depth of the economic crisis; and (5) the strength of political protest and / or pro-democracy movement.*<sup>14</sup>

The inefficiency of the political system and political leaders, without any doubt, was responsible for loss of confidence in them. Many pressure groups, such as civil societies and non-governmental organisations were demanding for more efficient and accountable government. The greatest of the problem was that the political option adopted by the newly independent African states did not bring about economic success anticipated. As disapprobation grew, many African regimes became more tyrannical and oppressive towards their citizens. The cost of inefficiency and oppression was too high to bear; it led to agitations for a multi-party democracy. By early 1990s, majority of African states had adopted multi-party democracy. The main factors that motivated calls for a multi-party democracy are:

*(1)... a more conservative outlook on North-South relation in the West; (2) the widespread imposition of structural adjustment programmes and (3) the post– 1989 collapse of Communism and the end of the cold war.*<sup>15</sup>

At the end of the cold war, people became very critical of all the failing regimes in Africa. The collapse of Communism in Europe marks the effective end of one-party state in Africa. The economic crisis in Africa forced most of African states to seek economic aids from Western governments and their financial institutions such as World Bank, and International Monetary Fund (IMF). Many countries wanting aid were forced to adopt Structural Adjustment programmes<sup>16</sup>.

The third reason that influenced changes in Africa was the demise of socialism as an alternative system to capitalism. There was high pressure from the Western liberal capitalist states that Africa should do away with every kind of "socialist" or "socialisant" policies and political conditionalities

became popular.<sup>17</sup> The argument of the 1960s that one-party dictatorship would lead to development and that development would in due course induce democratisation, was no longer fashionable. Liberal democracy, according to the West, was seen as the condition of and the pre-request to development. The Western liberal democracy seeks to globalise their own political culture and market their ideology as part of the process of universal homogenisation, this fact which informed Fukuyama work on the: *End of History and the Last Man*, his last man being United States of America as epitome of Western liberalism.<sup>18</sup>

In the post-cold-war period, democracy had become the only game in town with almost all the African countries and the regional organisations concentrating their efforts, energy and resources to both enthroning and defending the institutions of formal democracy. Cyril I. Obi observes that democratic tradition that was fast becoming popular in the post-cold-war era needs to be authenticated, because most of these democracies do not serve the interest of Africans. He argues thus:

*There is no doubt that in African politics today, there is no choice, but democracy yet, and beneath the progressive veneer of democratisation lies a lot of ambivalence and contradiction. It is therefore very important to examine whether what we have is true democracy, and how sustainable it is. Do we have real democracies or "elected" dictatorship? Do the people have real choice or are they confronted with more of the same, old wine in new bottle?*<sup>19</sup>

The questions raised by Obi above are all important because this is not the first time Africa would attempt at democratisation. Democratic attempt reached its apex level during colonialism with the nationalist struggles that followed "the end of the second world war and ushered in independence in most African states in the 1960's."<sup>20</sup> The process of democratisation continued after independence but with little success and later in the 1980s. What we are witnessing in 1990s and the new millennium can be described as re-emergence of the democratic struggle that were subverted or betrayed by the post – independent political gladiators.<sup>21</sup>

The present democratic regime could be rightly considered as having challenges because of the following three reasons. One, the present multi-party democracy is repeating the errors of the earlier one-party systems and military regimes. Two, the present process has not led to any significant transfer of political power to the people, and three, the implication of the non-transfer of power to the

people is negative on both political and economic policies on the African nations. Obi further argues that:

*Across the continent, the evidence suggests that formal democracy has, since the initial euphoria of the early 1990's, regressively given way to the reduced participation of the people in politics. Increasingly, it is largely the same political elites and erstwhile dictators that have... repackaged themselves as "new democrats", backed by an international community keen to promote economic reforms on the Continent, that have accumulated power through the political process. Their attitude towards democracy had been ambivalent and opportunistic ... Multi-party democracy in Africa has been for the affluent and the powerful, more a game of the musical chairs in which various individual members of the political elite take their turns at the seat of power, but do not change the music."*<sup>22</sup>

Obi's comment above rightly captures the democratic situation across the African continent. For example, the Fourth Republic in Nigeria has been the longest democratic experiment with two out of four presidents elected being former military dictators – President (Rtd. Gen) Olusegun Obasanjo and (Rtd. Gen) President Muhamadu Buhari. The major challenge before African continent is how to improve democratic practices, and to prevent it from degenerating and becoming a caricature that merely seeks to satisfy the conditionalities of the Western imperialist to gain acceptance of international communities.<sup>23</sup> The political practice in Africa today is disempowering the poor masses from meaningful participation in both political and economic decisions. Majority of African dwellers are in the rural areas with little or no understanding of what democracy or democratisation process is all about. Liberal democracy becomes a tool in the hands of the elites to oppress the poor people. Only two groups of individuals are seriously gaining from the present African democratization experiment which are: the donor countries who wish to market the liberal economic system and African elites who wish to perpetuate themselves in power.

### **A Case for an African Democratic Heritage**

The failure of liberal democracy in Africa has made many scholars to look inward for the solution to African political problems. Walter Gam Nkwi argues in his work, *Western Democracy in Africa as a Failed Project: Which way Forward?* that the failure to connect democracy to development means that

some African societies would have to go back to African democracy which, according to him, tends to be an auto-centric style of democracy. The fact that Africa has democracy has been a subject of debate for quite sometimes. Walter argues that democracy has been in existence in Africa before the advent of European colonialism. African traditional communities, according to him, had regulatory institutions that limited the powers of their kings which had to be consulted by him in making many important decisions.<sup>24</sup> Therefore, the kings ruled with the consent of their nobles.

Francis Ofori observes that:

*Among the various pre-colonial traditional communities in Nigeria, participation was the operational definition of societal membership. Even in the highly centralised communities where rulers existed, such rulers never arrogated to themselves the power to take decision that affected the entire community. Rather, the rulers only had the authority to pronounce decisions taken and policies made in conjunction with several chiefs (and representatives of the people). In fact, the importance of consensus, as a principle of social organisation among the Binis of Southwestern Nigeria is reflected in their popular saying "Aghakugbe, Uduehiri Seaghae", meaning with cooperation and compromise, the ant can be properly dissected and its heart shared among the people"...Even among the non-centralised communities, such as the Igbos of Eastern Nigeria issues of social and political significance were discussed in several meetings involving citizens and decisions reached by consensus.<sup>25</sup>*

From the above, we can rightly infer that democratic practices are not limited to European communities alone. In fact, arguably, more checks and balances existed in African pre-colonial societies than what exists today in the name of Western democracy. Although, we do not argue here that all pre-colonial African states were democratic, we have some communities that were highly autocratic. Even so, in the Western world, many communities were as undemocratic as African communities before the First World War. All communities have their primitive periods and civilized era. Despite this clear case of primitive demonstration of democratic temper by African communities, some scholars attempted to dismiss African traditional democracy because of the societies which prevented slaves, women, strangers and young people from participating in decision making processes<sup>26</sup>. It is a

truism that every democracy has its limitations and Africa traditional democracy is not an exception. The limitation of direct democracy is what made people come out with the idea of indirect democracy. Some observable limitations of liberal democracy in Europe brought about the Marxist tradition which is sometimes referred to as people's democracy. The Marxist theory of democracy seeks to extend equality to all citizens, from the political realm to the social realm and economic sphere.<sup>27</sup>

### **The Idea of an Inclusivist Democracy**

It must be noted that the idea of inclusivist was first used in the religious circle to mean that everybody who applies the word of God (whither inside or outside the visible Church) shall be saved<sup>28</sup>. By an inclusivist democracy, as we use the term in this work, we mean a variant of democracy that embraces all the African experiences: traditional African experience, colonial experience and the best of liberal democratic theory. But, to put the discussion in the right perspective, we should properly delineate between the popular idea of *inclusive democracy* and the idea of *inclusivist democracy*.

The idea of an inclusive democracy was first suggested by Takis Fotopoulos. He argues about Athenian conception of democracy thus:

*... true that power relations and structure did not disappear in the polis (not only at the economic level, where inequalities were obvious, but even at the political level, where the hierarchical structure of society was clear with the exclusion of women, immigrants and slaves from the proceedings of the ecclesia), still, the Athenian democracy was the first historical example of the identification of the sovereign with those exercising sovereignty<sup>29</sup>.*

From the above, Fotopoulos concludes that the Athenian democracy only provides us with a model of what democracy should be and not the ideal democracy for all the times. The model of Athenian democracy limits democratic participation to men alone. Women, slaves and children were not allowed to participate either in voting or in the decision making process. Also, the democratic processes of that period were limited to political realm alone. Economic, social, ecological realms were not democratised. Concerning the decline of the Athenian democracy Fotopoulos argues that:

*... the decline of the Athenian democracy was not due, as is usually asserted by critics of democracy, to the innate weakness of direct democracy, but to its failure to become an inclusive democracy and in particular to*

*the fact that the political equality which the Athenian democracy had established for its citizens was in the last instance, founded on economic inequality*<sup>30</sup>.

To paraphrase, one could doubtlessly state that the decline of the Athenian democracy was due to various inequalities prompted and permitted at various levels of the Greek society then. Too many people (women and slaves) were excluded from participation in the electoral process and decision making procedure of the Greek society then.

According to Fotopoulos, all the numerous variants of liberal democracies and socialist democracies that were formulated to replace the Athenian democracy are all lacking in one aspect or the other. He contends further that democracy is incompatible with any form of concentration of power in the hands of few people. He notes that actually existed socialism concentrated their political and economic power in the hands of socialist party officials. The actually existed socialism was grounded on the idea that the principal goal of human society was the maximisation of production and development of productive forces. Therefore, to the extent that the achievement of this goal implied the concentration of economic and political power in the hands of the bureaucratic party elites and planners, this concentration of power was inevitable because the actually existed socialist democracy either in Europe or in the Eastern countries was not participatory or representative enough<sup>31</sup>.

Another important problem of liberal democracy is an issue of inappropriate development; liberal democracy has encouraged lop-sided development throughout the world. Most of the European countries practicing various variants of liberal democracy today are referred to as advanced democracies. Germany, Britain, France, Italy and the United States of America are all advanced economically and politically while not many nations practicing liberal democracy in Africa are making appreciable impact except, possibly South Africa and possibly Ghana. According to Ted Trainer:

*There has been a great deal of development. The trouble is that it has been inappropriate development. It has been development in the interest of the rich – the Third World upper classes, the transnational corporations, and the rich countries ... market forces have a powerful tendency to produce inappropriate development*<sup>32</sup>.

The development under liberal democracy is lopsided because the international economic institutions such as, International Monetary Fund (I.M.F.), World Bank etc. are structured to favour

the Western World that establishes them. In other words, there is an absolute natural barrier that makes impossible the globalisation of the North's capitalist type of growth economy<sup>33</sup>.

From all the arguments that have been considered so far, a reasonable conclusion is that liberal democracy, either in Africa or in other parts of advanced democracy in the world, is not without some contradictions. Having attempted to examine the concept of inclusive democracy from the main exponent, Takis Fotopoulos, we should now also conceptually construct the idea of inclusivist democracy.

The idea of inclusivist democracy, from the African perspective, seeks to extend democratic practice such that it embraces all the various African experiences, such as the African traditional pre-colonial experience, the colonial experience, the experience of post-colonial military dictatorship and that of the post-colonial Western liberal experience. To reiterate, democracy ought to serve the interests and the needs of the people, and these interests and the needs are, rationally speaking, a function of their various experiences, the past, the present and the future. To this extent, in the theoretical and practical sense, the present idea of inclusivist democracy should factor in and harmonise all relevant African experiences, which are examined below. However, before going into that, we should first articulate the philosophy of the idea of inclusivist democracy.

### **The Philosophy of Inclusivist Democracy**

The idea of inclusivist democracy could be philosophically appreciated when we examine it metaphysically, morally, epistemologically and logically. Metaphysically, the idea of inclusivist democracy is ontologically founded on the thinking that, in order to truly arrive at a robust account of democracy in a plural political collectivity, which many African states are, it is apposite to factor in every locus of relevant experience. To this extent, the idea of inclusivist democracy is somewhat a political articulation and replication of the Heraclitean metaphysical view of reality as One-in-Many.

Morally, all the agents in an inclusivist democracy connected to the varied experiences embraced would feel that their moral relevance is given due consideration. Thus, they would feel committed to the further practical development and success of the idea of inclusivist democracy in society.

Epistemologically, all the varied historico-social and political experiences brought together would create a sort of robust knowledge foundation and

structure upon which the idea of inclusivist democracy would ultimately and maximally flourish in Africa.

Logically, the idea of an inclusivist democracy within the African state would create a kind of African political collectivity, which essentially factors in as well as harmonises different deep reasoning, which underpins the varied experiences.

### **The Theoretical and Practical Contents of the Idea of Inclusivist Democracy**

An inclusivist democracy seeks to incorporate, among others, all African historical experiences. It has to be broad enough to include African traditional pre-colonial experience, colonial and post colonial liberal experience. But, it must be specific, at the same time, so as not to include, for example, the ills of liberal democracy, such as acrimonious contestations for votes, the contestations that seem to polarise the African modern state, along the lines of ethnicity and religions. In other words, the ills of religionisation and ethnicisation of politics are creatively excluded. A workable democracy in Africa should include all the following or at least most of the following: communalism, consensus-ship, deliberation, individualism, political democracy, ecological democracy, economic democracy, social, participatory rather than representative democracy. An inclusivist democracy recognises all the valuable and adaptable values of Western democracy such as: periodic elections, independent judiciary, separation of power and respect for fundamental human rights.

Perhaps, it is apposite to delve more into the theoretical contents of the idea of inclusivist democracy being advanced.

#### **Communalism**

Communalism should be both a central and necessary part of a workable democracy in Africa. As discussed earlier, the pre-colonial African communalism was democratic to a reasonable extent. Communalism assumes that the community precedes and supersedes an individual because; the being of an individual is only possible in the community. That is, the African man actualises himself in the community of men. The welfare of an individual, therefore, must be seen from the standpoint of the welfare of the community. African metaphysics recognises both individualism and the community but places precedence on community over individuals<sup>34</sup>. Any workable democracy in Africa must take cognizance of this fact.

#### **Consensus-ship**

The concept of consensus, in this work, refers to an old African way of conflict resolution, it is a process that is characterised by free discussion and negotiation until an agreement is reached<sup>35</sup>. The importance of consensus-ship is that all the members of the assembly is carried along through the process of discussion, the electorate are made aware of the importance of the issue under consideration.

#### **Participation**

An inclusivist democracy recognises both participatory and representative democracy but emphasizes on participatory for African setting. There should be political education at the grassroots; there should also be regular meetings between the elected representatives of the people and the electorates at the local level. The liberal system of representation, as observed by Fotopoulos, concentrates power in the hands of elected legislature and executive arm of government. This concentration of power has greatly reduced general citizens' participation in decision making process and become more oligarchic than democratic system. The electorate should be aware of the political, economic, social and ecological development. This is possible through organisation of local assemblies at the ward level.

The large population of modern state has made the Athenian political democracy impossible at the state and national levels. But at the grassroots, it is possible to organise awareness campaigns on people's rights in order for them to be aware about developments in, at least, the four identified areas. There should be discussion between elected member and the people at the ward level. The consensus reached at the ward level would be taken to the local government level for another debate, from local government assembly to the state and from the state to the federal level.

#### **Political democracy**

Athenian democracy has given us a model of political democracy where all able citizens were allowed to freely participate in the decision making process. But the increase in population has made the model outdated in the modern era of liberalism. As we have seen above, an Athenian practice of direct democracy is possible at the grassroots level. Athenian democracy is necessary to increase the level of people direct participation in political decisions. Elections may not be totally avoidable under any form of democracy but discussion, at the local level, should have increased the knowledge of the electorates to know which political party or candidate(s) to vote for during the elections. After

elections discussion continues between the people and their representatives at the local level.

### Economic Democracy

Fotopoulos observes in his work, *Towards an Inclusive Democracy*, that economic democracy is not given a due recognition as political democracy. It is a known fact that economic inequality characterises liberal democracy everywhere in the world. He notes:

*In most ... societies economic power was unequally shared, in accordance with the established patterns of unequal distribution of income and wealth even when the degree of inequality in the distribution of income and wealth was low, this was not necessarily associated with economic democracy in the sense of collective decision-taking about the allocation of economic resources<sup>36</sup>.*

It was political democracy that was institutionalised not economic democracy. Before the marketisation in all the known liberal economic histories, economic decision were taken at the micro-level namely, at the individual production unit, although in some societies, government use to determine what happens in some areas of production. The political liberal democracy is structured in such a way that there is always inequality in the distribution of economic wealth. The political freedom enables the individuals to participate freely in the market economy and this would in effect create an economic ownership of distribution of societal wealth. Individual economic equality, as socialist democracy legislates, is utopia and not practicable, equality can only be practiced in an economic realm where individuals are allowed to freely participate in decision making process.

Fotopoulos pointed out that the issue of economic democracy did not come until two centuries ago, when market system was introduced. Before marketisation, Athenian mode of democracy was devoid of capital accumulation.

*Accumulation of capital was not part of the dominant social paradigm. Therefore, question about the way economic resources were to be allocated did not belong to the public realm ... it was when the market appear, two centuries ago, that the question arose of how important economic decisions should be taken (how, what and for whom to produce) and the corresponding issue of sharing economic power emerged. It was equally clear that the form of economic organization that have prevailed since the emergence of the market economy, that is,*

*capitalism and socialist statism, were just versions of economic oligarchy, where economic power was concentrated in the hands of capitalist and bureaucratic elites<sup>37</sup>.*

We can infer from the above that both liberal capitalism and socialist statist economic policies are undemocratic, because both political and economic powers are concentrated in the hands of the few top party officials.

Fotopoulos' two important recommendations for an economic democracy, in an inclusive government, are germane to this present work:

*(1) That all "macro" economic decisions, namely, decisions concerning the running of the economy as a whole are taken by the citizen body collectively and without representation ...*

*(2) That there are institutionalised economic structures embodying unequal economic power relations. This implies that the means of production and distribution are collectively owned and directly controlled by the domo, the citizen body. Any inequality of income is therefore the result of additional voluntary work at the individual level. Such additional work, beyond the required by any capable member of society for the satisfaction of basic needs; allows only for additional consumptions, as o individual accumulation of capital is possible and any wealth accumulated, as a result of additional work, is not inherited<sup>38</sup>.*

### Ecological and Social Democracy

The democratic practices should not be limited to political and economic realms alone both the social and ecological system should be subjected to democratic discussion. Man should not be allowed to dominate the eco system to the point that damaging effect of industrialisation is becoming manifest.

Democracy should also be extended to include the household, by democratising the household; we do not mean that the household should be subjected to the Western democratic process of majoritarian system of voting, but that the home should be operated under atmosphere of freedom. The oppression of man dominating and monopolizing decision making in the home should be discouraged. The feminists also have argued for the democratisation of the household in the following way:

*When the feminist speak of democratising the household they do not of course mean that it should be stripped of its private status and become open to "tyranny of the*

*majority", state regulation or regulation by general voting in a single universal, public sphere; they mean that household relationship themselves should take on the characteristics of democratic relations, and that the household should take a form which is consistent with freedom of all its members*<sup>39</sup>.

By making democratic process more participatory than representative, the entire citizenry that has been alienated from governing process under liberal and socialist statist democracy would become part of democratic development. The people are alienated by economic policy under the present African multi-partyism. The economic policies making are initiated and dominated by the few Western donors and African political elites. This situation can only be remedied when the vast majority of the people are aware of their political economic, ecological and social democratic rights. It is then that the power of the international financial institutions and donors would be broken and true participatory democratic process would be maintained.

#### **African traditional pre-colonial experience**

This is based on hereditary lifelong kingship system and communalism. The communal experience is a basic African heritage, while liberal democratic practice in Africa today is atypical of Africa. Africa enjoyed smooth communalism until 1450-1900 when the Europeans introduced slave trade; the slave trade uprooted millions of Africans to European countries: several millions were shipped out of Africa while some died awaiting shipment in African ports.<sup>40</sup>

Slave trade disorganised, brutalised, and disrupted the fabric of an African society and ruined its economy. The surplus created by the slave trade and the use of slave labour in the New World represented Africa's loss and Europe's gain. The catastrophe of slavery was followed by the calamity of colonialism. The experience of slave trade diminished African resistance to colonial power during the introduction of colonialism, Africa was weak because most able men had been moved to Europe before the partition of Africa by the colonial masters. Colonialism removed African from original autochthonous moral communalism. And it is this originality, in the formation of ideology that would go a long way in enhancing the chance of democratic success in Africa. Communal living promotes African relationality and, therefore, unity against Western liberalism that emphasises individualism, which is unnecessarily divisive. Thus, the idea of inclusivist democracy upholds the spirit of communalism against Western liberal individualism.

#### **Colonial experience**

After slave trade experience in Africa, the Europeans, for their own selfish economic advantages, decided to colonise Africa. During the time European scramble for Africa, according to *Andebrhan Welde Giorgis*, Africans lacked the organisational and technological skills needed to resist foreign aggression.<sup>41</sup> The European colonial masters eventually conquered Africa and created a centralised administrative and a modern economic system to enable the European political domination and economic plunder of Africa. European conquest created the colonial state as an apparatus to pacify local resistance, subjugate the 'natives', and extract surplus primarily for the benefit of colonial settlers and the colonial metropolis.<sup>42</sup>

The colonial powers combined European technological knowhow and organisation with African labour and natural resources to produce wealth 'on-site' and transfer it to Europe through exportation. Furthermore, the *colonial project* has exerted an enduring impact on the making of the present African State. Imperial Europe laid the foundation of the fragmentation and disunity of Africa.<sup>43</sup> As the former colonies evolved into independent states, their artificial boundaries and resultant territorial structures became crucial factors posing serious challenges to peace, security and sustainable development in the continent<sup>44</sup>.

A democratic system that would serve the needs of African people must take into consideration African cultural, historical and traditional heritages. Liberal democracy that was foisted on Africa during colonialism was formulated to respond to earlier monarchical and religious tyrannies in Europe.

#### **Conclusion**

The conclusion of this paper is committed to the justification of the idea of an inclusivist democracy being advanced, and to achieve the aim these are the relevant questions that come up: (i) Is the whole idea of inclusivist democracy democratic in terms of contents and procedure? (ii) How does the idea of inclusivist democracy differ from, and improve upon, the idea of liberal democracy in the African context? (iii) What merit has the idea of inclusivist democracy over the idea of inclusive democracy in Africa? In our response to the first question above we argue that democracy is ontologically committed to satisfying the interest of as many individuals as possible. Given this fact, this present project of inclusivist democracy is democratic because it is committed to drawing from as many human experiences as possible, such as



communalism, hereditary kingship, colonialism, consensus and the likes. The different experiences factored in represent the varied interests of different levels of people involved.

The idea of inclusivist democracy is different from liberal democracy in Africa because the idea of inclusivist democracy seeks to extend democratic process beyond political and economic fronts alone. It emphasises that democracy should also be extended to cover both the social and ecological realms. Democratic process, even in the Western World, has not been extended to social and ecological realms. It is a truism that man is not the only element of worth in the environment; non-human elements are now also being thought of to be of worth. Thus, democratic thinking should also be extended to the ecological realm, and the idea of inclusivist democracy strongly holds on to this conclusion. The idea of an inclusivist democracy is both theoretically and practically more representative of African historical and cultural heritages. However, liberal democracy in Africa, as we argued earlier, represents a discontinuity with African past; it does not, for instance, draw on the heritage of kingship in traditional Africa; rather, it emphasises on individual consent for the acceptance of leadership. But, the idea of inclusivist democracy represents unity of African heritage and the best liberal democratic experience, such as periodic elections, freedom of association, freedom of the press and likes.

The advantage of the idea of inclusivist democracy over inclusive democracy in Africa is that the former represents the totality of African experiences, while the latter only seeks to extend democratic process to cover social and ecological realms. An inclusive democracy is also against all forms of concentration of power in the hands of the party officials, as the case liberal democracy that concentrates political in the elected officials. The idea of inclusive democracy is not conceived by Takis Fotopoulos within the context of realities in Africa; however, the idea of inclusivist democracy is contextually conceived within the ambience of Africa and seeks to domesticate democratic process to Africa settings.

## Endnotes

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## **Role of Vocational Training Programmes in Entrepreneurship and Adult Education Promotion: Tool for Women Empowerment in Nigeria**

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### **Introduction**

Vocational training is the type of training programmes acceptable world-over that assists women to be self-reliant because it is usually geared towards a specific career; trade including the skills learnt and is generally unconcerned with theory or traditional academic skills. The origin of vocational and technical education in Nigeria has a chequered history. Its roots could be traced to pre-colonial era when traditional education was in practice Sarumi (2006: 36). According to Ogunmilla cited in Sofoluwe and Olumade (2006), "in traditional education of the various ethnic nationalities, arts and crafts of various types have existed as their own expression of vocational training. The traditional agricultural practices then were developed to suit the cultivation of agricultural species predominantly produced in the different eco-geographical areas of the country". The instructional method then was observation and imitation of the master- craftsman (Sarumi, 2006).

A large part of the education in vocational schools is hands-on training. It is the training that emphasizes skills and knowledge required for a particular job function (such as typing, data entry) or a trade such as carpentry, welding, fashion designing, barbing, tie and dye, blacksmithing, gold smithing, shoe-making, painting etc. Vocational training is also used to prepare for a certain trade or craft. Decades ago, it used to refer solely to such fields as welding and automotive service but today, it can range from hand trades to retail to tourism management and so on. Vocational training is education only in the type of trade a person wants to pursue, foregoing traditional academics. Vocational training can also give job applicants an edge in job searches since they already have the certifiable knowledge they need to enter the field.

On this basis, this paper will first look into the concept of vocational training and women empowerment. Secondly, it will highlight the types of vocational training that could enhance women empowerment; thirdly, it states the importance of vocational training programmes to Nigerian women, and finally we want to look at how vocational training programmes could assist in promoting adult education practice in Nigeria.

### **Concept of Vocational Training**

According to National Policy on Education (NPE), Federal Ministry of Education (2004) stipulates under Article 31, Section 6 that mass literacy, adult and non-formal education encourages all forms of functional education given to youths and adults outside the formal system such as functional literacy, remedial and vocational education. In effect vocational training could be defined as that aspect of education that leads to the acquisition of practical and applied skills as well as basic scientific knowledge. It is directed towards the preparation for occupational life since its recipients are equipped to face the challenges of the world of works. The term vocational training programmes is general and includes every form of learning that aims at acquiring qualifications geared towards a specific profession, art or employment or that which gives the necessary training and the appropriate skills as well as technical knowledge to those exposed to it. This is to assist learners to be able to exercise a profession, art or activity, independently of their age and their training level, even if the training programme contains other elements of general education (Kotsikis, 2007).

Vocational training is generally defined as the part of vocational education that provides the specialized professional knowledge and skills, which

attribute professional adequacy to the trainee and these, are the focus of every vocational training programme. Vocational training can be seen as an activity or a set of activities designed in order to transmit theoretical knowledge and also professional skills that are required for certain types of jobs (Kotsikis, 2007 in Mortaki, 2012). As an educational policy, it refers to the initial vocational training, whose aims are connected to the given offer and demand of specialties, as they are formed by the structural characteristics of each country's economy (Efstratoglou & Nikolopoulou, 2011). The main aims of vocational training programmes are considered as follows:

- To enhance the trainees who have completed the highest level of secondary education.
- To develop the professional knowledge and skills required for the practice of a profession.
- To evaluate the participants' educational level, in order for them to become competitive professionals in the future (Zarifis, 2000).
- To assist the learners in their gentle adjustment to the changes in the productive procedures.
- To provide specialized training initial or continuing.
- To satisfy the continuously changing needs of the labour market.
- To cultivate the integration of the trainees in professional life and in community as well.
- To enforce the European, and also global, dimension of vocational training (Zarifis, 2003).
- To contribute to the acquirement of economical knowledge and skills that the organization and evolution of a profession demands.
- To assist in the acquaintance with the codes of social values, the integration of culture through professional socialization and the creation of a behavioural and social code that constitute the professional deontology.
- To prepare for the exercise of the rights as well as obligations of the citizen as a professional (security, protection, social benefits, taxes etc.) (Kotsikis, 2007).

Furthermore, vocational training can take place as post secondary further education and trainees can interact very well with the apprenticeship system. Vocational training offers a quick entry into the field; the training sometimes takes as long as 2-5 years depending on the type of trade, the length of time needed to master the mechanics of such trade and the terms of agreement reached by the trainer. Within the period, the trainee is expected to have acquired the skill needed to get started on the new

trade. The new knowledge acquired in vocational training programmes is used immediately because the feat is geared towards a particular goal and trade. This is not so with the learning pursued for an academic degree which is futuristic in nature. Also regular school academic is general and learners are exposed to both the needed and unnecessary materials which makes it too gruesome for the young learner and unattractive.

However, when we consider the fact that vocational trainings are designed for working people and those who are out to learn a trade they want to face as their life chosen career. These vocational trainings are usually designed as a very flexible programme of study that should not be a time waster to the learners. The reason for this is not far-fetched but for the fact that people who gets involved in vocational trainings is usually adults, either young or old who can make up their own minds without any person's influence or being forced to be involved. In this vein, vocational trainees and their trainers run the courses by agreeing to give some of their trainees the option/ opportunity of starting out on daily basis when it is mostly convenient for them. The learning schedule is usually elastic in nature as it could be either on fulltime or part time basis.

Also, we discover that one of the advantages of vocational training is that the trainee is allowed to join his/ her dream career which will definitely make learners to be highly interested in learning. Vocational Training gives learner the opportunity to learn at her own pace which will be fast because it was not lorded on him or her. Whereas in the conventional school, a learner could be forced due to peer or parental pressure to enroll in learning programmes that they are not certain about, not interested in or strange to them and the aftermath of this action by all actors is failure. Whereas in vocational training, you make a choice to train for the career you have always wanted except in few cases where such learner is in employment and has no choice but to learn a job he or she performs in the company that employed him or her.

### **Concept of Women Empowerment**

Women empowerment is a prerequisite for sustainable development and pro-poor growth in any economy. Achieving women empowerment through vocational training requires sound public policies, a holistic approach and long-term commitment while gender-specific perspectives must be integrated at the design stage of policy and programming. Women must have more equitable access to assets and services, infrastructure programmes should be designed to benefit the poor both men and women

and employment opportunities must be improved upon while also increasing recognition of women's vast unpaid work. Innovative approaches and partnerships include increased dialogue among development actors, improved coordination amongst donors and support for women organising at the National and Global levels.

The empowerment of women is crucial to changing some of the societal attitudes and behaviours that discriminates against girls and women. Women empowerment is therefore linked to the full enjoyment of their rights. Women are increasingly seen as an important part of the International Development Agenda (IDA). Empowering women and promotion of gender equality are enshrined as global development objectives within the Millennium Development Goals (MDGs) agreed to in 2000. Despite the empowerment of women widely being viewed as a "good thing", the question of how development interventions can contribute to making progress along the long and wide road of women empowerment and so, enable them to make more choices about their own lives is a contentious and debated area.

### Types of Vocational Training Programmes

The need to highlight types of vocational trainings available for empowerment is important in this paper as guide and they are as follows:

#### I. Vocational Courses

- Food Processing/Catering
- Hairdressing
- Dressmaking and Tailoring
- Batik and Tie/Dye making
- Aso-Oke weaving
- Textiles
- Rattan and Bamboo crafts
- Basket/Broom Weaving
- Broom making
- Clay pot, Cup and Mug baking
- Bead making
- Wire-work Jewelry making
- Leather Works
- Soap (Liquid, Bar and Powder) Making
- Pomade, perfume and Disinfectant making

#### II. Vocational Agriculture

- Fish farming
- Bee keeping
- Poultry and Livestock farming
- Snail farming
- Vegetable and Food crop farming

#### III. Technical Courses

- Building trades- Block laying and Concreting
- Carpentry and Joinery
- Plumbing
- Steel Bending
- Painting
- Decorating
- Draughtmanship etc.

#### IV. Electronics and Electrical Trades

- General Electrical House wiring
- Radio and Television Repairs
- Refrigeration and Air conditioning Repairs

#### V. Metal Works

- Welding and Fabrication
- Blacksmithing
- Gold-smithing

#### VI. Auto General Works

- Auto Mechanics
- Auto Electricals
- Auto Body-works

#### VII. Business Studies

- Secretarial studies
- C. T studies
- Book-keeping studies etc.

### Concept of Training

According to Aderinto (1986), training is that which provides a specific skill and knowledge to perform a particular activity required by one's job. Amuno (1989) posited that training should help the trainees to acquire specialized technical knowledge necessary for a given job, as well as provides them with a body of general knowledge sufficiently broad and deep to enable them understand and discharge their responsibilities, individually and collectively within the undertaking. Fapohunda (2004) opined that no progress is possible without an improvement in the quality of human factor through training and education. Oluwasanmi (1973) in (Amuno 1989) supported training for workers when he stated that training increases workers skill and competence, supervisory and organizing abilities. Officers gain from theoretical and practical training, which enable them to understand and cope satisfactorily with occupational problems, acquire more and varied approaches and skills, which increase their efficiency in disposing of their working problems. Talking about personal benefits of training, Wickham (1986) opined that increased access to training opportunities would help women get the promotion and opportunities that they deserve. Amuno (1989) listed other benefits of training,

specifically to employers, by giving indicators of the benefits as shown in Table 1.1

**Table 1.1: Indicators of Benefits**

High profit	Better allocation of work
Improved quality of service	More team work
Increased safety	Less absenteeism
Better company image	Less resistance to change
More efficient use of means of production	Increased staff motivation
High overall level of staff education	Improved communication among departments.
High number of internal transfer of superfluous staff	
More efficiency/productivity	
Equal opportunities for staff	
Better use of human resources	

**Source:** Amuno, J. L. 1989

Hasley (2006) defines training as any form of instruction or experience designed to enable a recipient to perform more adequately his existing duties or to fit him for promotion or transfer. He concludes by saying that training is a process of aiding employees gain effectiveness in their present or future work through the development of appropriate habit of thought and action, skill, knowledge and attitude.

Also Nadler (2004) defines training as a systematic development of attitude, knowledge and skills required of individual workers to enable him perform his/her present or future tasks efficiently. It also includes a series of planned activities designed to affect a Behavioural change within a specific period of time. He goes further to say that training is to introduce new Behavioural exhibition as well as modify the existing ones that lead to an acceptable and efficient way of doing things to achieve organizational goals. It can be deduced from Nadler's definition that training is meant to improve job performance of an employee in an establishment.

For Gosh (2004), training is concerned with any process by which aptitudes, skills and abilities of employees to perform specific jobs with a view of increasing productivity developed. He further states that it is through training that old talents may be updated and new ones acquired and developed. Hammed (2006) sees training as the sharpening of an axe and that an untrained person is no better than a blunt instrument. Dale (2006) sees training as an organized procedure by which people's knowledge and skills are modified for a definite purpose. It is

learning – directed or focused as a particular skill; he adds that the objective of training is to achieve a change in the behaviour of the trainee.

Akinpelu (2004) in his argument maintains that the concept of training is different from that of education in that training is more purposive than education it is narrower in coverage and specific in orientation, it aims at imparting certain skill and attitudes in the trainee to make him carry out specific function effectively. This means education is concerned with the acquisition of general knowledge and training on the other hand is for occupational requirements of individuals for a particular job.

Omole (2003) deduced that training is concerned with the know-how that is the ability to do certain things, or carry out certain functions, and the way of carrying such functions out. Also, Omole (2001) states that, according to Stayton, industrial education and training is concerned with the acquisition and the development of those knowledge, skills, techniques, and experience which makes an individual to contribute most effectively to the group or team effort. The concept of training can be deciphered from the above definitions free from bias that training activities are geared toward enhancing productivity and workers performance.

### Types of Training

Having established the purpose of training, there is the need to highlight the various types of training that can be engaged in by various organizations. The kind of training programmes carried out by organization depends on the policies of the organization. The basic types of training programmes are the underlined.

- i. Induction training
- ii. Apprenticeship training
- iii. On-the-job-training
- iv. Off-the-job training
- v. Programmed training
- vi. Role Model/Case Study
- vii. Coaching
- viii. Seminar/Workshop etc

### Vocational Training Programmes

Vocational training programmes must continue to reflect newly emerging economic and social changes of the twentieth century and be readily available to people of all ages. Some problems of workers which present difficult challenges for vocational instructors include changes in the nature of work, relocation of industries, shift in market demands, declining rate of jobs requiring perfect skills and special training. These changes take place at an accelerated rate in Nigeria and the Nigerian industrial and economic

future depends on being able to train the worker with the skills needed to meet the demand.

In future, the job of training will be a critical view of the new and emerging occupations and the resultant demands to be faced by the labour force. A greater variety of training must be offered to students or trainees involved in vocational education, students must be encouraged to stay in school and to continue technical training or other occupational works at the post-secondary level and adults must be re-trained to assume duties in the new careers predicted for the future. Vocational training anchors should continuously strive to make programmes more relevant. Emphasis must be laid on student's performance as well as mastery of the training. Programme development must become more closely attuned to the individual interest aptitudes and needs of each student. Recognition must be given to the uniqueness of each individual as we help her, we cannot teach some and ignore others.

The amount of financial support for vocational training at the Federal, State and Local Government levels should be greatly increased. It should be possible to take a giant step forward in this area; educators or instructors must merit the trust and meet the challenge. The importance of vocational training can be felt in the area of chronic unemployment; the violence that rocks Nigerian cities has its root in unemployment and unequal opportunities which sometimes arises due to lack of vocational training centers. Those who have no jobs in a seemingly affluent community lash out in anger and frustration. Young men and women who cannot qualify for decent jobs distrust the society which reared or brought them up and it really affects the functioning of the economy.

### **Concept of Entrepreneurship**

Entrepreneurship can be defined as a field that spells out new ideas, concepts and one being innovative and creative and inventing such business idea for the purpose of making profit and being able to retain core customers/ clients. It is sometimes a paradigm shift from the way things are done before to another way, level or style of getting it done. Entrepreneurship tends to make room for people involved in it to be self-reliant and being able to get it right. It is one's ability to communicate one's idea to others and getting a positive result that could give a financial breakthrough to the entrepreneur.

Entrepreneurship refers to the developing and managing a business venture in order to make profits by taking several risks in the corporate world by the entrepreneur. Simply put, entrepreneurship is the willingness to start a new business which has played

a vital role in the economic development of women in Nigeria. Furthermore, entrepreneurship is the act of creating a business or businesses while building and scaling such enterprise to generate income and profit as well.

### **Concept of Entrepreneurship Venture among Women**

Women in entrepreneurial venture is not different from the concept of entrepreneur; all the characteristics and functions are applicable to the female entrepreneur. Like the other entrepreneurs, women entrepreneurs take every of the risks involved in combining resources in a unique way in order to take advantage of any opportunity identified within their immediate environment through the production of goods and services (Okafor and Mordi 2010). It is of note that entrepreneurial characteristics are influenced by the availability of infrastructures, training programmes, financial and family support, all of which can help enhance the results, effective, efficient and personality of entrepreneurs (Okafor and Mordi 2010). Women entrepreneurs tend to possess a number of common characteristics which includes creativity and innovation, foresight, imaginative tendency and courage (Mordi et al; Pine and Woods 2010). Storey (1994) submitted that female entrepreneurial characteristics among others include previous management experience through family history, functional skills, and relevant business skill and accumen. However, the educational level/ attachment of women notwithstanding. The exception is when the business boom comes and gets beyond the capability, ability and enables me of some women CEOs that the issue of educational level/ attachment could call for a Manager with prerequisite qualification to come on board.

### **Vocational Skills in High Demand among Women**

In this contemporary world, especially here in Nigeria, there seems to be a high enrollment for vocational training especially in the rural areas. The reason for this is because the rural dwellers have not seen the arrays of advantages derivable from academic qualifications. Whether one trains as a fashion designer, tie and dye, carpentry works or shoe making; you are assured of landing a good job as soon as you are through with your training backed by a certificate issued by the master craftsman. Being specialized training, you will excel on the job because of the nature of training which is learning on-the-job by doing look and learn system of learning.

In effect, if you love using your hands type of experience, vocational training courses of your

choice is meant for you. All you need is your commitment and plan to be a genius in your chosen trade. The vocational training programmes include a lot of practical approaches to know the intricacies of your chosen career as opposed to academic programmes that favours theoretical studying/ works at the expense of practice. Vocational training gives the trainee the opportunity to encounter real life situation that you will have to deal with while learning. This approach as good as it is ensures that you are ready for the job as soon as it is available either by gaining employment in an organization or you have enough money to start your own business at a level you can afford or you get people to fund you or obtain soft loan to kick off.

### **How Vocational Training Programmes could assist in Promoting Adult Education Practice in Nigeria?**

The term Adult education practice explains series of related activities, projects and actions that may take place at the same time or one after the other but are designed to achieve defined goals. Adult education is a practice in which adults engage in systematic and sustained self-educating activities in order to gain new forms of knowledge, skills, attitudes, or values. (Merriam, Sharan, Brockett, Ralph, 2007). It can mean any form of learning adults engage in beyond traditional schooling, encompassing basic literacy to personal fulfillment as a lifelong learner. In particular, adult education reflects a specific philosophy about learning and teaching based on the assumption that adults can and want to learn, that they are able and willing to take responsibility for that learning, and that the learning itself should respond to their needs. (Ugwuegbu, 2003) Discussing the scope of adult education practice, Ugwuegbu (2003) submitted that adult education programmes encompasses mass education, community development, vocational training, literacy education, political education and other educational programmes that are aimed at training the adult to perform their roles within the society.

Driven by what one needs or wants to learn, the available opportunities, and the manner in which one learns, adult learning is affected by demographics, globalization and technology. [Baumgartner, Merriam, Caffarella, Baumgartner, (2007).] The learning happens in many ways and in many different contexts just as all adults' lives differ from one another by all standards. Adult learning can be in any of the three contexts, that is; Formal – Structured learning that typically takes place in an education or training institution, usually with a set curriculum and carries credentials; Non-formal –

Learning that is organized by educational institutions but non credential. Non-formal learning opportunities may be provided in the workplace and through the activities of civil society organizations and groups; Informal education – Learning that goes on all the time, resulting from daily life activities related to work, family, community or leisure (e.g. community baking class) Spencer, Bruce (2006).

This is a fact that has been clearly stated in the National Policy on Education by the Federal Ministry of Education. One of the cardinal points is the provision of in-service, on-the-job, vocational and professional training for different categories for people in order to improve their skills and efficiency level. Most of the instructors/facilitators who assist learners under vocational training usually are experienced and very good on the different trades/ career and will teach learners the skills they have gained over the years through constant practice on the job. This will help trainees to get started right away and as such, can start earning some good income from day one of the business. Also, we came to terms with the fact that vocational training leads to industrial skill acquisition from the master craftsman or industrial skills certificates/ diplomas or Associate degrees holding when such vocational training are being undertaken at a Technical College, Polytechnic or University of Technology. Apart from been learners to been involved in something that could be beneficial to their livelihood, the programmes are easy to integrate since they have been designed by the facilitators to help students learn fast due to its practical nature. Furthermore, trainers use considerable amount of time making the training easy for trainees to learn.

Succinctly, vocational training will assist in promoting adult education practice in Nigeria as noted by Eide (1972) in Okafor, Okeem, Ume and Mereni (1989) on the extent to which they constitute an educational response of the trainees needs as perceived by them, and, the extent to which the trainees take part in the organisation and design of the programme. Adult education programmes are built on the assumption that adults are generally voluntary learners and trainees who could withdraw from participating in an educational programme they perceive are irrelevant to their immediate needs and interest. Rather, they tend to engage in the learning activities that will improve their present actions and attitudes, and show commitment to decisions or activities they participated in making or planning. This to some extent gives them a sense of belonging and they will go all out to make a success of the training programmes.



It is not a gainsaying or an understatement to submit that new skills, techniques and specialization are required to meet the challenges of change both in individuals, community and the larger society, adult education practice here becomes an effective tool needed to realise the set goals and objectives of the vocational training programmes. In an environment where the need for women empowerment is highly coveted, adult education programmes are needed by everyone not selecting a few in order to have a continuous learning to survive and adapt to change in order to attain growth, development and advancement. This is because the fields of adult education are vast as earlier mentioned in this paper and a few learners cannot exhaust them. In effect, this follows that the relevance of adult education practice cannot be over-emphasised and should be utilised maximally for all and sundry so that incidences of restiveness, vices, indecent, wayward and single motherhood could be curtailed among Nigerian women.

### Conclusion

This paper in conclusion highlights the UNESCO (1976) goals and purposes for adult education in Africa which would serve as a measure for government, organisation and adult education practitioners in Nigeria as a whole and among women in particular to:

- Promoting work for peace, international understanding and cooperation;
- Developing a critical understanding of major contemporary problems and social changes with a view to achieving social justice;
- Promoting increased awareness of the relationship between people and their physical and cultural environment, and to respecting nature, the common heritage and public property;
- Creating understanding and respect for the diversity of customs and to develop solidarity at the family, local, national, regional and international levels;
- Acquiring either individually, in groups or in the context of an educational establishments, new knowledge, qualifications, attitudes or forms of behaviour conducive to the full majority of the personality;
- Ensure the individuals conscious and effective incorporation into working life by providing men and women with an advanced technical and vocational education so as to develop the ability to create, individually or in groups new material goods and new spiritual or aesthetic values,
- Developing an understanding of the problems involved in the upbringing of children;
- Developing the ability to critically use mass communication media, in particular radio, television, cinema, internet, social media, the press etc. so as to be able to interpret the various messages addressed to modern men and women by society; and
- Developing an aptitude for learning how to learn.

Perceptions of the women's involvement in vocational training are important not simply as an index of actual participation, but also because they may affect morale and career performance and in particular to empower women and eradicate poverty among them. Women will through this empowerment programme not feel angry or suffer discouragement as a result of their sex as women with consequent adverse effect on their wish to improve their lot through these various vocational training programmes by putting up attitude which may be negative towards themselves and their family. The universal declaration of Human Rights states that everyone has the right to take part in the government of his or her country. The empowerment or autonomy of women will bring about sustainable development in all areas of life as the saying says; "train a woman, train a nation", as she has influence on her immediate environment. Also when we look at it globally we discover that, the power relations that prevent women from leading fulfilling lives operate at many levels of society, from the most personal to the highly public. Achieving the goal of equal opportunity for women and men attending vocational training programmes with the aim of empowering them will provide a balance that more accurately reflect the composition of the society and is also needed in order to strengthen democracy and promote its proper functioning.

Likewise, the under-representation of women in decision-making positions in the areas of politics, arts, cultures, sports, the media, education, religion and the law have prevented women from having a significant impact on many institutions. Taking a look within the family, between the man and his wife, we see inequality of power relations and this inequality is seen in the public arena which often starts with discriminatory attitudes and practices. Where division of labour is concerned, we witness inequality on responsibilities within and without the family system and households. These unequal power relations limits women's potentials and cannot find enough time to develop their skills through vocational training which will lead to their

emancipation and freedom from the second fiddle position they occupy within the society.

### Recommendation:

As a recommendation for the way forward, this paper emphasis's a more realistic approach by the government, organisation and practitioners of adult education to as a matter of urgency provide adult education programmes for the various categories of individuals within the society. Government at all levels in the local, state and national levels should ensure that only well trained adult educators, facilitators and tutors plan and organise all adult education programmes so as to attain the expected success in the field of adult education practice. Finally, adequate funding, infrastructure, materials and personnel should be made available to ensure achievement of the goals and objectives of adult education in Nigeria.

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## **Influence of Effective Communication System on Implementation of Community Development Programmes in Oluyole Local Government Area of Oyo State**

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### **Abstract**

*Communication, specifically one that is participatory is essential in all facets of development. The use of various types of communication media enables stakeholders (i.e government, private sector, civil society) to participate in the planning, implementation and execution of various community development programmes and hence, allows them to influence or contribute to the projects. Notwithstanding the level of participation, communication can contribute to increasing awareness, fostering behavioural changes, facilitating mobilization and establishing partnerships in pursuit of common goals. However, the lack of it can break down negotiations, limit alternatives to addressing problems, constrain benefit distribution of development interventions, lead to marginalization of stakeholders and ultimately, restrict the attainment of desired outcomes. On this note, this study sets out to check out the influence of the various communication channels on the implementation of community development programmes in Oluyole local Government area of Oyo State and the survey research design of ex-post facto type is used to elicit responses from 82 respondents.*

**Key words:** *Communication, development, implementation, community, media*

### **Introduction**

#### **Background to the Study**

Community development efforts fail for many reasons but the lack of people's participation and inadequate communication between projects and the people have often been cited as the root causes. Many community development programmes fail because the so-called beneficiaries do not truly participate in the assessment of needs and identification of problems to be addressed by such efforts. Community people's perception of problems and solutions are often overlooked, while their storehouse of information, experience and analysis is usually neglected. Community people are thus regarded as mere recipients, rather than as actual creators of change and progress. This results in inaccurate and incomplete analysis of problem, inaccurate and incomplete identification of solutions frequently leading to poor programme planning and formulation.

When incomplete and inaccurate information about the community is used to plan development effort, there is high tendency to allocate project resources to people who are not in need of them. Effective communication can therefore be viewed as a vital tool in implementation of community development programmes. According to Rita and Sheila Udah (2006), communication is the process by which one person (or a group) share information with another, with a resulting understanding between the two parties; the understanding here is what leads to effective implementation of community

development programme between the change agent and the people in the community. This leads to peaceful, harmonious and stability in carrying out community development programmes.

It is on this note that this study examines the influence of effective communication system on implementation of community development programmes focusing specially on Oluyole Local Government Area of Oyo State.

#### **Concept of Communication**

Chapel and Reid (2004) define communication as any means by which thought is transferred from one person to another. According to Rita and Sheila Udah (2009) communication is the process by which one person (or a group) shares information with another, with a resulting understanding between the two parties. Wilbur Shcramm (2011) sees it as a relationship, an act of sharing.

To Eyre (2011), it is the transferring of message to another party so that it can be understood and acted upon. Peter Little (2005) view communication as the process by which information is passed between individuals or organizations by means of agreed symbols.

All the views expressed by the various scholars above explicitly or implicitly, perceive communication as purely human phenomenon, all these scholars agree that communication is a process of transferring or sharing between two parties, they are also united in their views that the object of sharing message is the end product of reasoning,

thinking as a n exercise of the mind and since lower animals like dogs, cats, birds, lions etc are not capable of thinking, we must necessarily concede that communication is an exclusive behaviour of human beings. Communication is the process to impart information from sender to a receiver with the use of a medium, communication requires that all parties have an area of communicative commodity. It could also be defined according to Ademoyela (2012) as the process by which we assign and convey meaning in an attempt to create shared understanding. This process requires a vast repertoire of skills in intrapersonal and interpersonal processing, listening, observing, speaking, questioning, analyzing and evaluating.

It is pertinent to note that understanding is the major key in communication process and the process entails action, reaction and interaction. Action is referred to the effort of a person who initiates communication by sending some signals to another; reaction is the measure of communication effectiveness that is reaction of receiver of the message sent by the inventor while interaction is the continuous exchange of information between sender and the receiver.

Communication in all its multiple and diverse dimensions can be categorized into two typologies which are verbal or non-verbal communication.

### Concept of Community

The term “community” has many definitions given by different scholars depending on the view but notwithstanding, there are some basic features which goes with the definition of community; it involves

- People
- Geographical Location
- Common administration and belief
- Shared goals and mutual understanding
- Common interest

Thus, community could be seen as

- A distinct territory where people of different gender and age shares ideas to meet common goal
- A group of people with identifiable belief
- People with common interest

Anyanwu (2009) sees community as a social group, occupying a more or less defined geographical area and based on the feeling that people have for one another, he believes an effective community begins to form when the people have grown conscious of their common problems and are able to group themselves and formulate objectives around the problem. Mandel (2002) view community as a group sharing a common trait, a sense of belonging and maintaining social ties and interactions

### Concept of Development

It is believed that development component in the community development is very important and must be people-centered. Dennis (2005) argues that development is not a duster of benefit- giving to people in need but rather a process by which a population acquires a greater mastery over its own destiny.

The new understanding of development has the following features:

- It regards the production of basic need as major trust of development
- It sees target population as subject rather than object for development and as a maker of their own destiny
- It places great emphasis on human beings, human potentials, creativity and energy rather than material things alone
- It is empowerment of individuals, groups and community leading to their increased capacity to control and take decision on issues and problems that affect their welfare.

Development can be seen as a social change in which the standard of living of the populace is improved. The emphasis is on the people because it is they who are stimulated, motivated, helped or encouraged to adopt new method and learn new skills for their well-being.

### Statement of the Problem

In order to ensure efficiency and adequacy in community development programmes, there is the need to carry the people along. Anyanwu (2001) stated in the principle of ‘felt need’ that people must be able to identify what they want to do in order to achieve their desired development and this is possible if they are able to understand what stands in their way to progress and are able to do something to remove it, this obstacle is known as the problem of such community

Lack of adequate communication strategy greatly hampers cordial and harmonious relationship between the change agent and the community people and in this situation; people’s participation in decision and achievement of stated goal is minimal. As a result of this, the community often witnesses a distrustful, suspicious and uncomfortable co-existence between individual and management of the community.

It is at this point that this study sets out to examine the influence of effective communication system on implementation of community

development programmes with Oluyole Local Government as our focus.

### Objectives of the Study

The general objective of this study is to determine the influence of effective communication system on implementation of community development programmes with Oluyole Local Government as our study area. This research therefore looks at the specific objectives which were to:

- i. Identify if the communication systems adopted have anything to do with the identification of felt need in the selected local government;
- ii. Determine the relationship between communication system adopted and execution as well as implementation of community development programmes; and
- iii. Identify the various problems associated with the use of communication system in community development programmes.

### Research Questions

The main interest of this research and the questions it intends to answer are listed below.

- i. What is the influence of the communication system adopted in the identification of felt need in the local government area?
- ii. How does the communication system adopted relate to execution as well as implementation of community development programmes?
- iii. What are the various problems associated with the use of communication in community development programmes?

### Hypotheses

H<sub>0</sub><sup>1</sup>: There is no significant relationship between effective communication system and implementation of community development programmes

H<sub>0</sub><sup>2</sup>: There is no significant relationship between communication systems and citizen participation in execution of community development programmes.

### Significance of the Study

There is always the fact that in implementation of community development programmes, one problem or the other could be encountered and most of these problems are caused by lack of cordial relationship between the community members and the change agent which inadequacy in communication flow can attest to.

Notwithstanding, the outcome of this study will help to identify the various ways by which communication can be effectively used in order to promote peaceful and harmonious co-existence between the community people and management towards implementation of community development

programmes, it will also give the change agent insight on how communication strategies can effectively be used to influence the community people.

Finally, the study will serve as a reference point and materials for future researchers

### Methodology

#### Research Design

Research design constitutes the blue print for collection, measurement and analysis of data. The descriptive survey research design will be used in this study as it helps in describing existing conditions, identification of problems as well as making comparisons; this is because the variable being observed is already in existence and no manipulation is done on the independent variable. A descriptive survey research design of *ex-post-facto* type was adopted for this study. It is the one in which a group of people or items is studied by collecting and analyzing data from only a few people or items considered to be representative of the entire group.

#### Research Instrument

The structured questionnaire will serve as the major research instrument, it will be complemented by oral interview and relevant documents from the local government. These were brought forward so as to enable the respondents to answer the questions posed by the problem statement adequately. Thus, it was possible to provide solutions to the questions raised by the statement of the problem. Summarily, In the collection of data for the purpose of this research work, both primary and secondary sources of data collection were used.

#### Validity and Reliability of the Instrument

To ensure adequate validity and reliability of the instrument, the drafted questionnaire will be given to experts in the field of community development and communication as well as the researcher's educational colleagues for evaluation and constructive criticisms. Their suggestions and ideas will then be incorporated into the final draft before its administration on the respondents. A total of 120 questionnaires were distributed but we were able to recover only 82 for the study and analysis.

#### Presentation and Analysis

**Table 1: What is the influence of the communication system adopted in the identification of felt need in the Local Government Area?**

S/ N	Questionnaire Items	Yes	No	Total
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1	Communication has extremely influenced the identification of felt needs in the local government area	59 (72%)	23 (28%)	82 (100%)
2	People's opinion are always considered in identification of their felt needs	64 (78%)	18 (22%)	82 (100%)
3	Media means of communication is the best way through which the identification of people's felt need could be influenced	35 (42.7%)	47 (52.3%)	82 (100%)
4	The type of communication adopted in identification of people's felt need is freely accepted by all and sundry	58 (70.7%)	24 (29.3%)	82 (100%)

From the above table, it could be observed that the adopted communication system has influence in identification of people's felt need in the local government area being that majority of the respondents (72%) answered yes to question number one which states that communication influences the identification of felt needs in the local government while 28% disagreed; 78% believed people's opinion were always considered in identification of their felt needs while 22% did not share same opinion; 52.3% of the respondents did not believe media means is the best way through which identification of people's felt needs could be influenced while 42.7% agreed totally and lastly, response to question four shows that 70.7% of the respondents share the opinion that the type of communication adopted in identification of felt needs is acceptable to everybody while 29.3% do not agree.

**Table 2: How does the communication system adopted relate to execution as well as implementation of community development programmes?**

S/ N	Questionnaire Items	Yes	No	Total
1	Execution as well as implementation of community development programmes has	81 (98.8%)	1 (1.2%)	82 (100%)

	relationship with the adopted communication system			
2	Without effective communication system, execution and implementation of community development programmes could be jeopardized	35 (42.7%)	47 (57.3%)	82 (100%)
3	At times, communication system may be left out in order to achieve better execution as well as implementation of community development programmes	21 (25.6%)	61 (74.4%)	82 (100%)
4	Execution of community development projects is improved by effective communication system	66 (80.5%)	16 (19.5%)	82 (100%)

The table above revealed that communication system relates to execution as well as implementation of community development programmes. This could be seen as 98.8% agreed to the notion while a meager 1.2% disagreed; 42.7% believe in the fact that without effective communication system, community development programmes could be jeopardized while 57.3% did not believe so. 21 respondents which is 25.6% flow with the fact that at times, communication system needed to be left out in order to achieve better execution of community development programmes while 74.4% did not agree. Finally, 80.5% of the respondents believe that execution of community development programmes is improved by effective communication system while 19.5% did not think so.

**Table 3: What are the various problems associated with the use of communication in community development programmes?**

S/ N	Questionnaire Items	Yes	No	Total
1	Language barrier leads to problem in the use of communication system in	75 (91.5%)	7 (8.5%)	82 (100%)

	establishing and maintaining community development programmes			
2	Understanding does not matter in the use of communication system	0 (0%)	82 (100%)	82 (100%)
3	Power supply is a major problem faced in the course of executing community development programmes	73 (89%)	9 (11%)	82 (100%)
4	Eloquence of facilitators is a major challenge	61 (74.4%)	21 (25.6%)	82 (100%)

From the table above, 91.5% which is a high percentage of the respondents believe language barrier oftentimes leads to problems in the implementation and maintenance of community development programmes while 8.5% do not agree with this notion. What this indicates is that language barrier is a dominant factor.

Also, all the respondents agree that understanding is key in the use of communication system. Inclusively, a larger percentage (89%) believe power supply is a major threat to the execution of community development programmes as most of the gadgets are powered by electricity but 11% do not believe so and they even suggested use of generators and solar panels.

Finally, eloquence of facilitators is a major challenge to the execution of community development as 74.4% of the respondents believe that most of the facilitators cannot express themselves well to the understanding of the people which could lead to a failure of the projects but 25.6% do not flow in the thought pattern

### Test of Hypothesis

**Table 4: H<sub>0</sub><sup>1</sup>: There is no significant relationship between effective communication system and implementation of community development programmes**

Variables	Male	Female	Total	Percentage
Strongly Agree	0	0	0	0
Agreed	0	0	0	0

Undecided	5	2	7	8.5
Disagree	35	15	50	61
Strongly Disagree	10	15	25	30.5
Total	50	32	82	100

**Table 5 H<sub>0</sub><sup>2</sup>: There is no significant relationship between communication systems and citizen participation in execution of community development programmes**

Variables	Male	Female	Total	Percentage
Strongly Agree	0	0	0	0
Agreed	0	0	0	0
Undecided	4	2	6	7.3
Disagree	21	3	24	29.2
Strongly Disagree	10	42	52	63.4
Total	35	47	82	100

### Discussions of Findings

Looking at the above data analysis, it is observed that in hypothesis one that no respondent both male and female agreed to the fact that there is no significant relationship between effective communication system and implementation of community development programmes, 8.5% were undecided, 61% disagreed with the notion while 30.5% strongly disagreed which goes ahead to show that the people believed there must be a flow between the communication system and implementation of community development programmes if the programmes must record success(es)

In hypothesis two, just like in the first hypothesis, no single respondent agreed to the fact that there is no significant relationship between communication systems and citizen participation in execution of community development programmes, 7.3% were undecided, 29.2% of the respondents disagreed while 63.4% strongly disagreed. This means they all believe for a community development to be successful, citizen participation is essential.

### Conclusions and Recommendations

Regarding to the data analysis and results elicited from the study, effective communication system is one of the major tools in mobilizing people for action in community development programmes; it facilitates and influences the level of citizen participation in development programmes.

Moreover, effective communication system is vital in creating awareness and passing ideas of

development programmes to people. In other words, without effective communication system, people's participation in implementation of community development programmes could be minimal therefore, achievement of target goals would be jeopardized.

Driven by the findings of the study, the following recommendations will aid the use of communication system in carrying out community development programmes to a reasonable extent:

- (i) The use of effective communication system should be encouraged by the change agents to ensure appropriate dissemination of information based on programmes on ground, it will also facilitate the identification of the people's felt needs.
- (ii) Planning and execution of community development programmes should be done with the consent of the people because effective programmes entails involvement, participation and contribution of all and sundry.

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## Abstract

*All over the world, the application of Information and Communication Technology (ICT) driven innovations to almost all human endeavours is not only common place but also stress and conflict combat. Election and electoral process is not an exception. Application of biometric technology to electoral process is currently sweeping across developing counties of the world. 2019 General Election in Nigeria experienced both side of the coin in its application of biometric technology. This paper aims to look into the impacts of digital technology on the 2019 General Election in Nigeria with a view to determine its prospect for future elections. Descriptive and analytical approach is used access date secondary data constitute most of the facts explored. Among the findings of the paper is that adequate awareness on the application of digital technology is lacking due to the poor literacy level among Nigerians. The paper then conclude that if improvements is recorded on various institution that form the bedrock of free and fair election such as the Election Administration Body (EMB), Security and Electricity, E-voting is realistic in Nigeria.*

**Key Words:** ICT, Election, General Election, E-voting

## Introduction

Today most Electoral Management Bodies (EMBs) around the world use new technologies for the purpose of improving the electoral process. These technologies range from the use of basic office automation tools such as word processing and spreadsheets to more sophisticated data processing tool, such as data base management system, and voting machine. The latest and very important application of technology to election is e-voting, the use of electronic technology in registration of voters, casting and counting votes.

Electoral management encompasses both the entity responsible for governing elections and the various mechanism, roles and functions this entity may have. All known democracies have an election administration of some kind often referred to as Election Management Bodies (EMBs) or any other name given to it in various counties.

In Nigeria the Election Management Body at the National or federal level is known as Independent National Electoral Commission (INEC). The responsibilities of this entity may vary substantially from one country to others. From only being responsible for the polling, conducting and tabulating of votes, EMBs responsibilities can extend to also include registration of political parties, oversight of campaign finance, design of the ballot papers, drawing of electoral boundaries, attending to

all electoral disputes, civic and voters education and media monitoring.

2019 General election in Nigeria was the sixth vote since the reintroduction of democracy in 1999. The 2019 polls followed Nigeria first peaceful transition of power to the opposition in 2015, when the incumbent president Godluck Jonathan of the People's Democratic Party (PDP) conceded defeat to Muhammadu Buhari of the All Progressive Congress (APC).

Over the years, Nigeria has been desirous of a credible voting system due to the regulation that hampered previous elections which included ballot stuffing, intimidation of voters, hijacking of ballot boxes, violence and manipulation of election result. Hence, the INEC introduced Direct Data Capture Machine Technology, in 2007 which produced the Electronic Voters' Register and Smart Card Readers which has since been used for all election. Though the introduction of technology improved the electoral process yet the desired results are yet to be achieved. There are about six main e-voting stages. The e-voting stages start with voters' registration. At this stage, voters are defined and given authentication data to log into the system. The next stage is the actual authentication of voters which means verifying whether they are qualified to exercise franchise. The third stage is the voting and voters saving stage. This is where the eligible voters

cast votes and e-voting system saves the received votes from voters. Fourth state is the vote managing stage. At this stage, votes are first managed, sorted and prepared for counting, the fifth stage involves counting the votes, that is, decrypt or decide and count the votes and release the final tally. The last stage, (sixth) stage of e-voting is to carry out the auditing which involves checking to make sure that eligible voters voted and that their votes are properly computed (Magdalena 2010).

## Conceptual Review

### The Concept of Election

Election is the essential ingredient that allows transition from one regime to the other. It is the process by which the electorate decides who and which group administers the affair of the country based upon their perceived convention on the agenda and programme presented by the group. Election According to Aniekwe (2011), also serves as a transitory process in stable democracies and a way of strengthening an already assumed perfect system. However, the history of election in Nigeria has been characterized by threats to statehood based on the manipulation of electricity as a divisive mechanism for the acquisition of political power by political actors. Nigeria's present democratization, which culminated in the country's Fourth Republic on May 29, 1999, started amidst great hope and expectation, have continued to recycle in a ferocious violence and unthinkable manipulation especially from the political elite.

Oni (2011) refers to election as a popular means of attaining governmental power in modern political system by which people cast votes for their preferred candidates or parties in a competitive manner. By this process, leaders are chosen to represent the people in both the legislative and executive arms of government.

Election provides the platform for debate, persuasion and common rules for choosing representatives of the people who can serve in executive, legislature and other institutions of government. In this sense, elections are critical means of social conflict management through peaceful deliberations and decision-making processes in which parties abide by the pre-election promises and the losers given the opportunity to provide constructive criticism as the opposition or merely wait till the next election period.

Election has been defined as a process through which the people choose their leaders and indicate their politics and programme preferences and consequently invest in a government with authorities to rule.

Eya (2003) however, sees election as the selection of a person or persons for office as by ballot and making choice as between alternatives.

Ozor (2011) Succinctly gives a more encompassing and comprehensive definition of election when he noted that the term connotes the procedure through which qualified adults voters elect their politically preferred representatives to parliament/legislature of a country (or any other public positions) for the purpose of forming and running the government of the country.

### General Election

A general election is a regularly scheduled election where both the president, and either "a class" of or all members of the national legislature are elected at the same time but can also involve special election held to fill prematurely vacated positions. A general election day may also include elections for local officials.

The term originates in the United Kingdom election for the House of Commons started on November 26, 1962. The term general election in the United Kingdom often refers to the elections held on the same day in all constituencies of their Members of Parliament (MPs) to the House of Commons. The term may also be used to refer to elections to any democratically elected body in which all of the members are up for election Section 2 of the Scotland Act 1998, for example, specifically refers to ordinary elections to the Scottish parliament as general election. There has been a convention since the 1930s that general elections in Britain should take place on a Thursday, the last general election to take place on any other weekday was that of 1931.

In U.S politics, general elections are elections held at any level (e.g city, county, congressional district, and state) that typically involve competition between at least two parties. General election occurs every two to six years (depending on the positions being filled with most positions good for four years) and include the presidential election but unlike parliamentary systems, the term can also refer to special elections that fill out positions prematurely vacated by the previous office holder.

Unlike parliamentary systems where the term general elections is distinguished from by-elections or local and regional elections, the term is used in the US in reference to and distinguished from primaries or caucuses, which are intra-party elections meant to select a party's official candidate for the position – in-question. In Nigeria general elections are held in every four years to elect the president, members of the National Assembly, State Governors and members of the state Assemblies. General elections

were held in Nigeria on 23 February 2019 to elect the president, vice president, House of Representative Members and the senators. These elections were the most expensive ever held in Nigeria, costing about N69 billion more than the 2015 elections. Incumbent president Muhammadu Buhari won his reelection bid, defeating his closet rival Atiku Abubarka by over 3 million voters.

### **Information and Communication Technology (ICT)**

Information and Communication Technology (ICT) is an extensional term for Information Technology (IT) that stresses the role of unified communications and the integration of telecommunications (telephone lines, and wireless signals) and computers, as well as necessary enterprise software, middleware, storage and audiovisual systems, that enable users to access, stores, transmit and manipulate information.

The term ICT is also used to refer to the convergence of audiovisual and telephone networks with computer networks through a single cabling or link system. ICT is a broad subject and the concepts are evolving. It covers any product that will store, retrieve, manipulates, transmits, or receive information electronically in a digital form. The introduction of ICT to election and electoral processes in Nigeria covers the Electronic Voters Register (EVR), Automatic Finger Prints Identification System (AFIS) and Smart Card Reader (SCR). All these ICT approach to electoral process were involved in 2019 General Election. These technological innovations have to a large extent eliminated the incidents of multiple registrations, which has been one of the political tools for rigging elections by unscrupulous and savage element in the society. E-voting is a short for electronic voting and refers to the option of using electronic means to vote in referendums and elections. There are systems such as Direct Electronic Recording (DRE) voting machines that record the votes without that vote being transmitted over the internet or another network.

Electronic voting is when a voter casts a ballot through a digital system instead of on paper. Until the beginning of the 21<sup>st</sup> century, electronic voting did not exist, and paper ballots were the sole means of recording votes. However, since the late 1990/early 2000s, electronic voting has become more popular and made advances, despite many concerns around auditing and transparency.

### **Theoretical Review**

The theoretical framework proposed in Besley and Persson (2011), Identifying two symptoms of state fragility; State ineffectiveness and political violence

will provide a theoretical context within which the study is situated. Besley and Persson elaborately differentiate between the causes, symptoms and consequences of the state fragility. Among the features that have been associated with fragile states are: the threats they impose to regional and global security and stability. It is instructive to note that some of the attendant consequences of fragility of states are the lack of will or capacity of the state to perform its core functions, and frequency of Political violence. This, fragile states impose great challenges for the effectiveness of developmental and democratization efforts.

The return of democracy in Nigeria in 1999 after sixteen years of uninterrupted military regime has recorded less than expected achievements in terms of popular participation, transparency and accountability in governance, rule of law and economic development. These values remain the basic tenets upon which democracy rest Edet (2011). The seeming disappointment of democratic practice in contemporary Nigeria has been adduced to state fragility and Edet asserted that 'Democratization in Nigeria is suppressed by the electoral fraud carried out by politicians in collaboration with electoral bodies and security agents, including the Nigeria police. It should be noted that these article stakeholder institutions in the electoral process and their managers have been captured by political and non-political elite to foster their political and economic interests and those of their cronies.

Liberal democratic ideals is another theoretical framework that emphasize a direct linkage between the quality of the election administrative process and the qualification of a regime as democratic. The origin of liberal democratic theory can be traced to as far back as the 17th century when the importance and dignity of man came to be recognized. The ideals of Thomas Hobbes (1588-1679), John Locke (1632-1704) and John Stuart Mill (1806-1873) which emphasized the view that "all social institutions were for the betterment of man as an individual, laid the foundation for the development of liberal democratic thinking. Hobbes for examples put forward the proposition that the state was created by people through a social contract for the preservation of man's personal interest. Locke also made his contribution to the theory of liberal democracy by regarding the consent of the people as the basis of political power. His contention was that political power was the trust of the people in the hands of government. The ideals of Locke were clarified and given practical Sharpe by the thinkers of succeeding countries such that by the 19th century, systematic ideas in the liberal theory of democracy had begun to

develop. Bentham and Mills (2000) for example advocated the right to vote and representative government, thereby laying the theoretical foundation of adult franchise. By the 20th century, the liberal theory of democracy was strengthened on account of the extension of franchise to woman and lowering the age of voting to 18 years thereby making liberal democracy more egalitarian.

In his submission, Ball (1989), identified the characteristic of liberal democratic theory to include the following: that there is more than one political party competing for political power, that competition is open and not secretive, it is based on established and accepted procedures, entry and recruitment to positions of political power are relatively open, there are periodic elections based on universal suffrage, civil liberties are recognized and protected.

From the foregoing, "it is evident that elections process" and all other variables of democracy do not just revolve around election but on the quality of the electoral process. While the forerunners of liberal democracy theory like Hobbes and Locke may not have explicitly explicated the relationship between election and democracy, their works laid the foundation for subsequent democratic theorists whose works have demonstrated the inextricable link between the quality of the election administrative process and the qualification of a regime as democratic.

### **ICT and 2019 General Election in Nigeria**

The importance of information and communication technology in human societies can never be over emphasized. It has over the year become inevitable and fundamental to operations and activities of organization and societies. Various reforms have been introduced to electoral processes in Nigeria with a view to improve on the application of information technology to ease the problems faced in the process of election in Nigeria. Information technology will encourage transparent and inclusive processes, professionalization of the electoral bodies, amendments to legal framework and improvement of relationship with external stakeholders.

The methods used in registration of voters and conducting elections in Nigeria in 1999 ranges from the use of typewriters to Direct Data Capture Machine (DDCM, Electronic Voters' Register (EVR), Smart Card Reader (SCR) and e-collation. There was neither any data base of voters nor any technology introduced to minimize double registrations. The foundation of any election process is a credible voter register. While the Manual Register of voters used in 1999 elections served its purpose, it has become outdated with the passage of

time. The 2003 election witnessed a technological leap with the introduction of Optical Magnetic Recognition (OMR) forms.

Each OMR Form has a unique number which is assigned to the registered voter who is then issued with a new Temporary Voter Card (TVC) bearing the same number and his particulars including his thumbprint. Automated Finger Print Identification System (AFIS) was then used to clean the register of double registrations. OMR Form made registration faster and accurate than the previous manual method; register can be updated on continual basis and it encourages the application of thumb printing.

The 2007 general elections enjoyed the introduction of the Direct Data Capture Machine (DDCM) for the registration of prospective voters. It was introduced to eliminate double registration, double voting and other electoral malpractices. It was recorded that 13,000 integrated data capture systems were deployed by INEC for the 2006 voters registration exercise, 22,000 Direct Data Capturing (DDC) machines, and 18,000 devices for revalidation of voters register thereby giving enough room for the registration of over 61 million voters, Jega (2012).

Moreover, the conduct of the 2011 general election was acclaimed to be credible and a great leap forward from the previous experiences since the 4th republic. INEC was able to procure and deploy over 132,000 direct data capturing machine (DDCMs). A more effective AFIS was applied to rid the register of multiple registrants. Electronic mail was used to transmit results from local government and state offices to National headquarter in Abuja. The 2015 general election marked yet a new era in the deployment of sophisticated information communication technologies in the history of Nigeria elections in addition to existing technologies. Improved Automated Fingerprints Identification System (AFIS) was introduced to identify similar fingerprints on the register used for 2011 election. The business rule which required that at least two fingers must be captured for a voter was also introduced. For the first time, INEC adopted technology for accreditation of voters with the aid of Voters Identification System (IVAS) popularly called the Smart Card Reader (SCR). Temporary Voters Cards (TVCS) were replaced with the Permanent Voters Cards (PVCS). According to INEC this was done to ensure quality, security, durability and cost effectiveness. With the new technological introduction, accreditation process was broken down into three stages namely identification, verification and authentication.

Information and Communication Technology (ICT) unusually drove most of the issue of 2019

General Election. It was actually a new dawn in the application of technology to election in Nigeria. Campaign that was strictly about rallies, propaganda and stomach infrastructure in the past, were more technological based in 2019. Campaigns were heavy online and in social media while candidates were being innovative in their strategies to outdo opponents. The use of technology for registration, distribution, and voting became more crucial and widely appreciated in 2019 election than before. Political parties supporters wage 'war' on the internet than on the street. Supporters of political parties devise means of de-marketing opponents on social media. Propagandist terms and, coinage like 'Buharists', Atikulate', Atikuloot' 'Buharideen' trend on social media. All contestants have twitter handles, facebook account and instagram pages for their fans where they sell their manifestoes, prospect eligible voters and discredit their opponents. The innovative technology works on smart phones and any other device that can access a web browser from laptop, PCs to tablet. It can easily be shared on emails, WhatsApp and other social media platforms. Bloggers and various social media news agencies sprang up to distribute verified and unverified news. ICT is currently playing major role in the election petition that involve the presidential candidate of the P.D.P, Atiku Abubarka and the incumbent president Mohammada Buhari where there is alleged discrepancies the results placed on INEC server and what actually was announced.

### **Problems and Prospect of E-voting in Nigeria**

Electronic Voting (E-voting) is conceived in many ways by many people. Some take it to be merely touching screen to select votes while others take it as casting ballots via the internet. While both of these cases would be correctly classified as electronic voting, there are many other arrangements that can also fall into the same category full scale. Electronic voting involves any form of voting that uses modern technology to either cast or tally votes. Electronic voting machine (EVM) provides the voter with a button for each choice which is connected by a cable to an electronic ballot box. An EVM consist of two units, control unit and balloting unit. When a voter presses a button against the candidate of his choice the machine locks itself and it can only be opened with a new ballot number. By this, EVM ensure that only one person get to vote only once. Full scale e-voting was used successfully at the University of Ibadan to elect the representative of the congregation in the Governing Council of the school on 12th of July, 2019.

After the introduction Permanent Voters Cards (PVC) and the Smart Card Reader (SCR) in 2015 the incidence of multiple registration leading to the inflation of voters register witnessed a drastic reduction. This should not be the ultimate aspiration of Nigerians as far as innovative approach to the election of government official is concerned. Much more could be achieved with the full-scale introduction of e-voting. Full scale e-voting will prevent the voters from undue exposure to violence, the inconveniences of restriction of movement on election day which translates into incalculable loss in man-hours. Rather, exercising such civic duty should be with minimum discomfort, which is where e-voting comes in. The country would be saving a lot of money from printing of materials, ballot boxes to the logistics of moving materials, from one point to another. Voter would ascertain from the screen if his ballot had been accepted. There would be no room for over-voting.

The most popular shortcoming of modern electronic technology is hacking. Electronic voting machine is also vulnerable to hacking as was experienced during the last United States of America presidential election.

Another disadvantage of E-voting in Nigeria is the alarming rate of illiteracy among Nigerians. It will cost Nigeria many years of battling with illiteracy before full-scale E-voting can be realistic. Problems of infrastructure require for full-scale e-voting that are lacking in Nigeria is a serious issue to be addressed before full-scale e-voting can become realistic in Nigeria. Poor electricity distribution, poor communication facilities etc constitute problem to e-voting in Nigeria.

In spite of these problems, the prospects of e-voting is overwhelming. No innovative steps should be considered too small in improving the quality of the process that produce the people's representative in an atmosphere of a free and fair election. The use of technology in elections could help to guarantee accuracy in result in a country where political office is seen as a do or die exercise. Because of the glaring dichotomy in educational standard across the country, some part of the country can experiment e-voting and others prefer manual. Some parts of Canada employ e-voting while others still engage in manual voting. E-voting is one of the yardsticks to measure levels of political development all over the world. E-voting is already on ground in Somaliland, a breakaway country from Somali. E-voting in Kenya's last presidential election made it a near model in Africa.

### **Conclusion and Recommendations**

Over the years Nigeria has been desirous of a free and fair election that will produce credible leaders, electoral malpractices in various forms prevent the reality of this desire. Hence the Independent National Electoral Commission INEC improved on the application of technologies to arrest the menace of electoral malpractices to some extent by introducing Direct Data Capture Machine in 2007 which produced the Electronic Voters' Register (EVR) and Smart Card Reader (SCR) which has since been used for all elections including 2019 General Election. Though this new technology improved the electoral process, it is yet to achieve the desired results. This paper discussed the issue involved in partial and full scale e-voting, its problems and prospects on future elections in Nigeria. The argument has always been that the country is not ready for e-voting because people from a section are educationally backward and would therefore be disenfranchised. From the foregoing the paper recommend as follows:

- To achieve full scale e-voting in Nigeria all technical efforts must be made to prevent hacking of the process. The rate at which Nigeria youth hack almost all electronic device is alarming. Every means to prevent hacking should be introduced to the machine as beginning.
- Detailed awareness must get across to all sections of the country to educate prospective voters on the process of e-voting until they are ripe enough for all scale e-voting.
- The supply of electricity across the country must be drastically improved as the process of e-voting required electricity.
- The problem of dichotomy in education where a section is argued to be less privileged in the country can be handled whereby full scale e-voting is introduced in one section and other section continue to practice partial e-voting until they are ripe enough for all scale e-voting.
- Election administrative staff should be adequately train in line with e-voting process to enhance reliable outcome.

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## The Impact of Training on Employee Productivity in Foods and Beverages Firms in Lagos State, Nigeria: A Study of Cadbury Plc

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### Abstract

*The vital blueprint of every training program is to add value to human resource (employees). Any training program that would not add value should be abandoned in the organizational setting. It is in view of this that this study examined the impact of Training on Employees' Productivity using Cadbury Plc. as a case study. A descriptive survey research design was adopted. The population of the study was derived from both junior and senior staff of Cadbury Plc. with a total number of one thousand seven hundred and ninety seven (1,797) employees. The sample of this study consisted of 305 staff of Cadbury Plc. it was determined by applying the formula suggested by Taro Yamane. The main research instrument used was questionnaire. Data collected were analyzed using Simple Regression Analysis with the aid of Statistical Package for Social Science (SPSS Version 22.0) to test the hypothesis. Findings from the study revealed that there is a significant effect of training on employees' productivity. Thus, it was recommended that training programs should be systematic, and the planning should be thorough and comprehensive. Also any policy on the training of employee should be strictly implemented. The study concluded that training should be made compulsory for every employee of Cadbury Plc. and not a favour, because if the need to train every employee is neglected, the adaptability of the dynamic environment of business is slowed down if not completely made impossible. Organization deliberate and consistent investment in the training is the surest way to success of any business organization.*

**Keywords:** Training, Needs assessment, Training contents, Training evaluation, Employees' Productivity

### Introduction

Despite the numerous debates in many forums by several institutions that offer training, there are no research traditions to provide interested people and stake holders with documented and accurate information on assessing the impact of training on the individual performance of employees and also, research specialized in training needs assessment is rare (Training Needs Assessment for the Jordanian Media Sector, 2016). There are clear indications of similarity and repetition in training programs and lack of coordination between the entities that offer training. Sometimes, the training might not meet the actual needs of the employees'. On other occasions, it does not keep up with the fast development in employee productivity, hence, leading to poor employee productivity (Training Needs Assessment for the Jordanian Media Sector, 2016).

Duke (2009) submitted that in order to develop effective organizational training programs, it is imperative that instructional designers must be able to acknowledge how advanced technology (primarily the impact of the internet) has caused the training paradigm to shift as well as the learning and instructional design theories proposed over the last 50 years which are embedded in the traditional instructional systems development (ISD)

methodology still have a great deal of applicability in the design of the training contents. Furthermore, they must be viewed from a different perspective – one that considers both the capabilities of the technology and the interests and abilities of technologically perceptive employees of the 2000's. Today's organizations are comprised of employees who belong to four different generations and each generation has different values and is motivated by different things. These vast value differences have led to poor employee productivity as a result of lack of understanding of the training contents and delivery approaches of how organizational training is to be designed and developed to suit these differences (Duke, 2009).

Dearth of training evaluations that are routinely completed (and subsequently reported) are surprising. It is tempting merely to create our best solutions on training problems and rest with the belief that this training is effective (Orlansky, Dahlman, Hammon, Metzko, Taylor, Youngblut, 1994). Military training is expensive, however. It has been estimated that in past years \$27.1 billion was spent on individual and collective training, and an additional \$2.2 billion was spent for simulators and necessary support (Orlansky, Dahlman, Hammon, Metzko, Taylor, Youngblut, 1994). This expenditure

is often made without asking such questions as (a) Does training really work? (b) Does money spend on employee training effective? (c) Does employee learn after attending training? In fact, it is interesting to note that our simulation equipment goes through validation, verification, and acceptance testing, but our training does not (Orlansky, Dahlman, Hammon, Metzko, Taylor, Youngblut, 1994). The resultant effect has been poor employee performance. It is in light of this that this study will investigate the impact of training on employees' productivity.

### Objective of the Study

The main objective of this study is to investigate the impact of training on employee productivity in foods and beverages firm in Lagos state, Nigeria. While the specific objectives are to:

- (i) determine the effect of training needs assessment on employee productivity;
- (ii) assess the impact of training contents and delivery approaches on employee productivity;
- (iii) evaluate the significant effect of training evaluation on employee productivity; and
- (iv) examine the impact of training on employees' productivity.

### Research Questions

To achieve the objective this study, therefore, seeks to provide answer to this research questions:

- a) Is there any significant effect of training needs assessment on employee productivity?
- b) To what extent do training contents and delivery approaches have impact on employee productivity?
- c) What is the significant effect of training evaluation on employee productivity?
- d) What is the significant impact of training on employees' productivity?

### Research Hypothesis

In consonance with the objective of the study and in seeking answers to the aforementioned questions, these hypotheses were put forward:

**H<sub>01</sub>:** There is no significant effect of training needs assessment on employee productivity.

**H<sub>02</sub>:** There is no significant impact of training contents and delivery approaches on employee productivity.

**H<sub>03</sub>:** There is no significant effect of training evaluation on employee productivity.

**H<sub>04</sub>:** There is no significant impact of training on employees' productivity.

### Review of Related Literature

#### Conceptual Review Training

The concept of training has been defined, and explained in different ways by so many authors in the field. Irrespective of the diversities in the definition given by authors, the meaning of the concept "training" still goes down to mean one thing which is "to develop individuals". According to Obisi (2001) training is a process through which the skills, talent and knowledge of an employee is enhanced and increased. He argues that training should take place only when the need and objectives for such training have been identified. Scott and Spriegel (1977) agree that training is the corner-stone of sound management, for it makes employees more effective and productive. They argue that training is actively and intimately connected with all the personnel and managerial activities. It would be difficult for a new employee to grow on the job and become a manager without adequate training and development.

According to Mamoria (1995) training is a practical and vital necessity because; it enables employees to develop and rise within the organization and increase their market value, earning power and job security. He further explains that training helps to mold employees' attitudes and help them to contribute meaningfully to the organization. The organization benefits because of enhanced performance of employees. He further states that a well-trained employee would make a better and economic use of materials and equipment which would go a long way to minimize wastages. Noe et al (2004) defines training "as an organizational planned effort to help employees acquire job-related knowledge, skills abilities and behavior, with the goal of applying these on the job". Training is an organized procedure by which people learn knowledge and skills for a definite purpose. It is a means of improving present job performance which will reflect on the organization performance. It is a procedure that is followed so that the employee's understanding, skill, knowledge, abilities and attitudes are increased in order to make his contribution to the organization more productive.

Abonyi (2007) submitted that training is perhaps one of the best known techniques of manpower development. It means orienting a worker towards the needs of an organization, for the purpose of maximum output and attainment of the organizational goal and objective. The main objectives of staff training and retraining, is to assist workers to acquire more skill in order to perform at the maximum level in current jobs and to develop and expose them to future jobs (Abonyi, 2007).



Additionally, Nwachukwu (1988) stated that “training is an organizational effort at helping employee to acquire basic skill required for the execution of the functions for which they were hired or employed for. Training is teaching organizational members how to perform their current jobs and helping them acquire knowledge and skill they need to be effective in their performances (Hill, 2002).

Ikeanyibe (2009) in his own view argued that training is the process of helping an employee to acquire basic skills required for the effective execution of the functions for which he is assigned. Here ability to perform a specific or present job is emphasized. Training is job oriented and is therefore in scope. Training may mean changing what employees know, how they work, their attitudes towards their work, or their interaction towards their co-workers or their supervisors. Employee who have not received adequate training before being assigned responsibilities lack the necessary confidence with which to carry out the job. In critical examination of the above definitions of staff training, by scholars, they fail to offer a comprehensive definition or illustration on Staff training.

### **Training Needs Assessment**

Training Needs Assessment (TNA) refers to developing a composite impression of the professional setting and includes inquiries regarding short and long term business strategies, the physical work environment, departmental culture, performance capabilities and the personalities of the employees (Otuko, Kimani & Douglas, 2013). TNA also known as Training Objectives or Terms of Reference, which needs to be achieved after conducting the training program. However, conducting a systematic TNA is a crucial initial step to design a training program and can substantially influence the overall effectiveness of training programs (Ford & Goldstein, 2002), which also affected the performance of employees (Wagonhurst, 2002). According to Buckley and Caple (2000), there are five major benefits by having and stating TNA in the training, which are: prevention in teaching too much or too little, which too little training indicates inadequate training may not provide a stimulus for improvement, while overload training can lead to overtraining syndrome; guidelines for the training course design and are the basis for producing enabling objectives and learning points; clarification of what are the goals in the training for the reference to the trainers and for the trainees; effectiveness of the training in terms of knowledge, skills and attitudes expected of the trainees, the minimum acceptable performance standards and the conditions

under which the performance is measured and; validation of the training which provides the link between training needs and the training

A systematic needs assessment can guide and serve as the basis for the design, development, delivery and evaluation of the training program; it can be used to specify a number of key features for the implementation and evaluation of training programs (Otuko, Kimani & Douglas, 2013). The expectation of the training objectives to be achieved at the end of the program; the conditions under which the trainees able to demonstrate their learning and the standards that must be reached to confirm level of competence and understanding are another dimensions of TNA, which have been discussed by previous researchers (Bersin, 2006; Buckley & Caple, 2000). Moreover, the presence and comprehensiveness of TNA should be related to the overall effectiveness of training because it provides the mechanism whereby the questions central to successful training programs can be answered. So, in the design and development of the training programs, systematic attempts to assess the training needs of the organization, identify the job requirements to be trained and identify who needs training and the kind of training to be delivered should result in more effective training (Wagonhurst, 2002).

### **Training Contents and Delivery Approaches**

An outcome of the TNA is the specification of the training objectives that, in turn, identifies or specifies the skills and tasks to be trained. For a specific task or training contents, a giving training delivery approaches may be more effective than others because all training delivery approaches are capable and intended to communicate specific skills, knowledge, attitudinal or task information to trainees, so different training delivery approaches can be selected in order to deliver different training contents (Hamid, Mohd & Ismail, 1987). According to Wexley and Latham (2002), the need to consider skill and tasks characteristics in determining the most effective training delivery approaches should be highlighted. A number of typologies have been offered for categorizing skills and tasks (Gagne, Briggs & Wagner, 1997; Rasmussen, 1982), which can be categorized into two broad categories: people or technical skills (Poon & Othman, 2000), is crucial in designing training programs. Many organizations fail because their employees not trained well enough in skills that truly matter in the age of information. However, people skills are typically hard to observe; quantify and measure as much as it needed for everyday life and in work because it's have to do

with how people relate to each other: communicating, listening, engaging in dialogue, giving feedback, cooperating as team member, solving problems and resolving conflicts (Coates, 2004). The benefits of people skills training are: Providing a platform to showcase technical skills; helping in the fast lane; bring out the leadership qualities; and helping personal growth.

To provide the desired motivation and accountability, it is a good idea to assess people skills in advance of the training programs by employing executives who are able to coach their supervisors and subordinates in ensuring frequent feedback, encouragement and reinforcement (Menguin, 2007). So, organizations can achieve the desired return on a considerable investment in people skills training. Organizations should acknowledge that their employees have the latest technical skills training, which are designed and offered by organizations in updating their existing skills and acquiring new technologies that will best suit with organization's technical training needs, goals and budgets. Employees need to learn specific skills for assessing a comprehensive new hiring training programs and able to perform specific job tasks (Hamid et al, 1987).

The training delivery approaches used are as varies as the training content areas (Poon&Othman, 2000). Organizations conducted training programs used one or more types of the approaches for delivering training objectives and developing their management employees. Teams have become increasingly popular in organizations of all sizes and industries because most of managers believe that teams often provide better outcome such as improving productivity, enhancing creativity, reducing response times and improving decision making (Hartenian, 2003; Lawler, 1988), rather than individuals. Team training is one of delivery approach of training by which people learn how to work effectively in problem – solving groups, where direct observation and feedback is needed in the process of training (Forbush & Morgan, 2004; Rasmussen, 1982). Most of the organizations need ongoing, real time training which constantly raises the bar for performance standards for individuals, teams and the organization as a whole, where the real time training learn from the successes and failures of current practices (Otuko, Kimani & Douglas, 2013). Mentoring is a delivery approach of training, which mentors are the person who have more firm -specific knowledge, skills and abilities (KSAs) in problem solving, conflict resolution, communication, goal setting and planning (Hartenian, 2003).

Traditionally, mentoring meant helping others learn business –related lessons quickly with less risk and also based on chemistry between two people who had a lot in common. However, nowadays mentoring involves everything that is done to support career advancement and professional development in order to maximize learning and development (Miller, Devaney, Kelly, & Kuehn, 2008). Mentoring relationships have been proved with many positive outcomes, including improved socialization (Kozlowski, Brown, Weissbein, Cannon-Bowers & Salas, 2000), promotions (Dreher & Ash, 1990), reduced turnover intentions (Viator& Scandura, 1991), and career satisfaction (Fagenson, 1989). In addition, mentoring activities have great value for building an organization with a strong culture that keeps it competitive in the battle for talent and lays the foundation for addressing the succession issues that many organizations face (Otuko, Kimani & Douglas, 2013).

### **Training Evaluation**

The choice of evaluation criteria is a primary decision that must be made when evaluating the effectiveness of training (Hamid et al, 1987). However, training evaluation is a difficult and complex task (Arthur and Bennett, 2003; Easterby, 1986) but the most important activity in the training process because it is the final logical stage; and organizations should assess their training efforts systematically. The main objective of training evaluation is to prove that the training has actually taught what was intended and to improve the course contents for future use (Goldstein, & Ford, 2002). Although newer approaches to training evaluation have been proposed by (Day, Arthur & Gettman, 2001), but four level model of training evaluation continues to be the most popular (Winfrey, 1999). Based on Kirkpatrick's model (1959) there are four levels for categorizing training criteria and trainee reactions, which each level represents a more precise measure of the effectiveness of the training program, but at the same time requires a more rigorous and time-consuming analysis. These four levels are evaluation – reactions, evaluation – learning, evaluation – transferring and evaluation – results (Kirkpatrick, 1959).

Evaluation – reactions level can be defined by asking the employees how they liked and felt about the training, which reactions are emotionally based on opinion. Every training program should at least be evaluated at this level in order to provide for the improvement of a training program, where the knowledge and skills contents as expressed in the training objectives. Also evaluate the training

methods used and trainer who delivered it; the general learning conditions and environment; and the degree to which attitudinal objectives of training programs have been achieved (Hamid et al, 1987). The evaluation beyond the trainee satisfaction and attempts to assess the extent trainees have advanced in skills, knowledge, or attitude. Methods range from formal to informal testing to team assessment and self-assessment. Some of participants take the test or assessment before the training (pre –test) and after training (post-test) in order to determine the amount of learning that has occurred. There are several strategies for ensuring training transfer, such as: link training objectives to the strategic goals of the organization; maximize similarity between training content and work environment; have supervisors encourage employees to use acquired skills; ensure supervisors are accountable for reinforcing training transfer; select trainees who are already committed to training transfer; and develop re-entry plans for trainees. It is application to the work tasks that defines training success (Alliger, Tannenbaum, Bennett, Traver & Shotland, 1997). Evaluation is never absolute truth as it is an attempt to provide credible evidence, which can be useful to people in making decisions. So, most of companies unable to conduct a systematic training evaluation with using only rating sheets completed by trainees at the end of a training program (Saari, Johnson, McLaughlin & Zimmerie, 1998) because some of the organizations not understand the importance of evaluating the training programs; some may be incapable of evaluating; the awareness among trainees in giving negative feedback as for fear of what the company may find; and hard to express cogent criticisms (Saiyadain & Alli, 1994).

### **Employee Productivity**

Employee Productivity is the log of net sales over total employees - an economic measure of output per unit of input. Employee productivity measures may be examined collectively (across the whole economy) or viewed industry by industry (Rohan & Madhumita, 2012). The dictionary defines 'productivity' as the state of producing rewards or results. 'Productive' means fruitful, lucrative and profitable. In this context, productivity is synonymous with output. In scientific literature, 'productivity' is defined as the relationship between output and input; between results or proceeds and sacrifices (Rohan & Madhumita, 2012). If it involves the ratio between output and a specific part of the input, this is referred to as 'partial productivity': for example, labour productivity expressed as the amount of production

for each labour unit, or the number of labour hours for each product unit (Rohan & Madhumita, 2012).

Companies today are forced to function in a world full of change and under various complications, and it is more important than ever to have the correct employees at the correct job with the right qualification and experience in order to survive the surrounding competition. The successful and prosperous future of an organization is dependent on its skilled, knowledgeable and well experienced workforce (Rohan & Madhumita, 2012). That is why training is a fundamental and effectual instrument in successful accomplishment of the firm's goals and objectives. Training not only improves them resourcefully, but also gives them a chance to learn their job virtually and perform it more competently hence increasing firm's productivity (Rohan & Madhumita, 2012). Training has been an important variable in increasing organizational productivity.

### **Theoretical Framework**

#### **Multi-level Model to Training and Development**

This study was anchored on a multi-level approach to training as offered by Kozlowski, Brown, Weissbein, Cannon-Bowers and Salas (2000). The multi-level model bridges the gap between theoretical models of training needs assessment, design, and evaluation, and the higher levels at which training must have an impact if it is to contribute to organizational effectiveness (Kozlowski, Brown, Weissbein, Cannon-Bowers & Salas 2000). The assumptions are; firstly, it is obvious that similarities exist between the normative models of HRM, whether it is the United State of America (U.S.) perspective (Devanna, et al. 1984), or the British model (Guest, 1987). These authors have put training on a set of HRM policies and consider training as an important and vital policy for improving knowledge, skills, attitude and motivation of workforce or the employees. Secondly, the HR system is a complex set of policies designed to manage labour in the organization and integrate into organizational strategy in order to create high performance for an organization.

Third, this review of theoretical models linking training to firm performance also suggests that it is explicitly recognized that no organization can attain its goals or organizational strategy without labour that has the right knowledge, skills, abilities, behavior, and attitudes. Therefore, training plays an important role in improving the quality of workforce or employees directly and effecting on firm performance through HR outcomes. Finally, organizational researchers studying training and firm performance need to consider the impact of various

dimensions of employee training programs, the type of training methods and design, the type of employees trained, and time spent by employees in training on the topic of firm performance.

### **Empirical Review**

A substantial body of research has examined the impact of staff training on organizational performance. Uzma, (2015) in his study titled "Impact of Training on Employees Performance" (Evidence from Pharmaceutical Companies in Karachi, Pakistan). The study made use of 356 employees via self-administered questionnaire with the help of random sampling technique. Two sets of hypotheses were developed which relate directly to the research questions. SPSS 19 was used to perform reliability, descriptive, correlation and regression analysis. The analysis showed a positive significant relationship between what and the results revealed that the more the employee gets training, the more efficient their level of performance would be. He found the need for companies to 'evaluate training programs', to guarantee that they are meeting employee desires because it is of crucial worth as it aids in guaranteeing the success of the training course. It is suggested for the managers that: 'training need analysis ought to be done so the companies can completely attain training objectives.

Githinji (2014) in her study titled "Effects of Training on Employee Performance: A Case Study of United Nations Support Office for the African Union Mission in Somalia". The study made use of 144 staff. A sample of 45 was drawn using random stratified sampling approach from a list of sample frame provided by the employee register at UNSOA. The data was collected by use of a questionnaire. The data analysis involved frequencies, means, percentages, analysis of variance and bivariate analysis in form of cross tabulations. The findings were presented using Tables and figures. On the role of training on employee engagement the study showed that in general training enhances employee engagement in change processes. As a measure of engaging in change process, the top level management and non-management staff were more likely to be induced in taking new tasks after undergoing training compared to those in the middle level management. Similarly training most likely motivates the top level to be committed to taking initiatives in helping other employees. This case may not apply for the middle level management and the non-management staff. Secondly the study also showed that training enhances employee engagement in innovation. Thirdly, the study showed that training enhances better performance among employee and

lastly the study showed that training enhances employee enthusiasm to work. The researcher also found out that training should be conducted time to time to ensure employees have the necessary engagement to change processes, innovation; better performance and job enthusiasm for enhanced employee and organizational performance.

Isiwu (2012) in her study titled "Impact of Staff Training in the Productivity of Workers in Public Sector in Nigeria: A Case Study of Personnel Services Department University of Nigeria, Nsukka From 2000-2010". Stratified random sampling was used in this study and the sample size of 101 was used and analyzed. Questionnaire was used as the method of data collection and simple percentage was used as the method of data analyses. The findings for this study includes the following; Training and performance appraisal should be done frequently for staffs in organizations, staff who are found guilty of an offence should be dismissed, staff whose productivity is low should be disciplined, training should not be made compulsory for staff, there was improvement in the performance of staff of personnel services department within this period under study. She also recommended that management should always detect training needs, organizations should constantly embark on performance appraisal, the code of conduct and ethics of the profession should be strictly adhered, underperforming staff should be punished. The management of any organization should have it as a duty to detect whenever there is a flaw in performance and productivity, therefore embark on training for her staff. The management should avoid factors that could cause low performance and productivity such as absenteeism, poor public relations, inefficiency as these factors could retard the growth of an organization.

Anitha and Kuma (2016) in their study titled "The Impact of Training on Employee Performance in private Insurance Sector, Coimbatore District". This study was conducted only at the private insurance sector in Coimbatore consisting of Life and Non-Life Insurance companies. The data was collected through the questionnaire method. The sample size was 75. The sampling method used for this study was Random Sampling Method. The data collected were analyzed through t-test, Chi Square. The results obtained revealed that the training given to the employees in Private Insurance Sector, Coimbatore District improves the performance level of the employees. The increase is formed in the employee productivity after the training. The researchers also found out that the education level, staff category and the work experiences of the

employees are the factors determining the growth of employees' performance in the organization after the training, so employees in the organization should be offered proper training periodically to improve their performance in their job. The training needs of the employees should be properly identified through the performance appraisal system. The training provided should not be restricted with the newly joined staff, the existing staff members should also be provided with refresher training, cross-functional training etc. it keeps them updated with their knowledge, technology and working practices. The management should take all initiatives to maintain a cordial relationship with the employees as the study reveals that the motivation has also an impact on the employees' productivity.

Engetou (2017) in his study titled "The Impact of Training and Development on Organizational Performance. Case study: National Financial Credit Bank Kumba. The researcher got information from 30 respondents, through questionnaires, interviews and personal observation". The data was analyzed using simple and statistical methods and representation on tables. And the researcher found out that training and development is a necessity in every company particularly for the unskilled or the less experienced employees. Generally, employees' work contribution was greatly improved due to the training methods and tools used by the company. Thus, it led to a positive impact on employee' performance and an improvement in their skills and job efficiency.

Degraft-Otoo (2012) in his study titled "The Effect of Training and Development on Employee Performance at Accra Polytechnic". The methodology that was used for the study was survey. Primary data was collected from a sample of fifty (50) senior staff. Self – administered questionnaire was used in the collection of data for analysis. The study revealed that there were organizational issues such as lack of management support for training and development programs, which constrained training and development. It was also found that training and development had positive impact on employees of the Polytechnic. The study recommended that in order for Accra Polytechnic to be successful as the first choice Polytechnic in Africa, management must empower all departments to engage in the training and development of employees to build potential and strengthen employees' competencies, training and development should be seen not only as the thread that ties together all human resource practices, but also as the instrument for establishing and signaling when and how work practices should change.

Kennedy (2009) in his study titled "The Impact of Training and Development on Job Performance (A

Case Study of the Judicial Service of Ghana)". The researcher used both primary and secondary sources for the conduct of the research. Responses were grouped and analyzed using frequency tables, percentages and graphs for pictorial representation of the data collected and for summarizing responses from the respondents. The researcher found out that for any organization to succeed, training and development of all staff in form of workshops, conferences and seminars should be vigorously pursued and made compulsory. Accordingly, when organizations adopt this learning culture, they create a variety of training opportunities for all employees and develop performance expectations that instill in all employees the need for and value of training and development on a continual basis. Training content and delivery approaches should be relevant to the job functions of employees.

Sabir, Akhtar, Bukhari, Nasir and Ahmed (2014) in their study titled "Impact of Training on Productivity of Employees: A Case Study of Electricity Supply Company in Pakistan". The researcher used the non-probability sampling technique and random sampling. The research sample size was 150 employees of electricity supply companies of Pakistan. Researcher used the survey method for collection of data with instrument of questionnaire. Results indicated that the relationship of various variables is positive impact on employee productivity. Results also indicated that reliability of instrument and variables is creating positive impact on employees of Electricity Supply Company in Pakistan. In order to ensure that employees adopt the training it must be efficient and quick as well as easy to satisfy. The study supports the hypothesis that various factors of training has the most significant and strong impact on employee satisfaction. The study supports the research finding that there is a positive relationship between feedback factors which is associated with the employees of Electricity Supply Company.

Otuko, Kimani and Douglas (2013) in their study titled "Effect of Training Dimensions on Employees Work Performance: A case study of Mumias Sugar Company in Kakamega country". The study made use of 150 employees and 6 departmental heads. Questionnaires and interview schedules were used. Departmental heads were selected using purposive sampling which the employees were selected through simple random sampling. The researchers used both descriptive & inferential statistical of regression analysis. Their result showed that there was a positive & significant effect between training needs assessment, training contents and training evaluation on employees performance in mumias

sugar company limited they found out that since training has significant influence on employees' performance, it is important to reinforce and apply training as part of organizational agendas in achieving organizational goals through seminars, workshops and conferences to increase employees' knowledge, skills and abilities. Training evaluation should be enhanced in terms of content of the training and the methods employed, measuring performance of knowledge, skills and attitudes against the standard to ensure organizational and employees' goals are achieved.

Kum, Cowden and Karodia (2014) in his study titled "The Impact of Training and Development on Employee Performance: A Case Study of Escon Consulting". A random sampling method was used to select participants for this study, which adopted a quantitative approach. Data was collected using a questionnaire. The study was limited to employees of ESCON. Subsequently, the findings revealed that working conditions and a lack of resources affect the training and development of employees. It is recommended that certain areas be improved, that is, management support, the provision of feedback to employees and the conducting of employee training on a continuous basis. The findings show that this would improve employee performance in the organization. Also, the employer should provide sufficient resources for training so as to improve the training programs provided. The employer should improve training programs so that employees acquire new knowledge during training. The employer should have compulsory training programs for all employees in order to improve the knowledge and understanding of annual business strategy and objectives.

Salah (2016) in his study titled "The Impact of Training and Development on Employees Performance and Productivity: A case Study of Jordanian Private Sector". A quantitative approach was used; relevant data was collected through structured questionnaire. Subjects for the study consisted of 254 employees which constituted 60% of the total target population of 420 people. 254 structured questionnaires were distributed to employees on job location, 212 questionnaires were returned and only 188 were suitable for statistical analysis. SPSS version 16 was used for data analysis. Both descriptive and inferential statistics were used for data analysis. The statistical tools were aligned with the objective of the research. Frequency tables, percentages, means and standard deviations were computed and substantively interpreted. Inferential statistics like Pearson product moment correlation

coefficient and linear regression were used to determine if there was a significant positive relationship which existed between the independent variables (training and development) and dependent variables (performance and productivity). The findings indicated that training and development were positively correlated and claimed statistically significant relationship with employee performance and productivity. Therefore, it was recommended that effective training programs and carefully set development plans should be provided to all employees to enable them to enhance their skills and upgrade their knowledge. Finally, foreseeable future research can be conducted to cover other variables like (capabilities, involvement so on) which might affect performance and productivity.

### Methodology

The design for this study was survey research design of the descriptive type. A descriptive survey research can be adopted when an investigator seeks to examine numerous variables at an instance, at one-time only. The population of study for this research work consisted of employees at all level of the management cadre of Cadbury Plc., Ikeja Local Government. The population is put at 1,797 (moneyhub.net). Convenience sampling as a non-probability sampling technique was used in administering research questions. This technique was employed not only because respondents are necessarily easy to recruit, but also because of their expedient accessibility (Yakubu & Najim, 2014). The sample size for the research work was three hundred and twenty seven (327) employees located at Cadbury plc. Ikeja, Lagos which as well serve as the sampling frame for this study. This sample size was determined by applying the formula suggested by Taro Yamane (1967). Structured questionnaire was used as the data collection instruments in the study. The questionnaire was divided into two sections; Section (A) comprises questions relating to the biographical data of the respondents such as gender, age, educational qualification, marital status, while section (B) comprises research statements formulated in line with the research questions and the hypothesis which were already formulated. A 5-point Likerts Rating Scale type was used for this study.

The questionnaire was designed to elicit responses of one of these: Strongly Agree (5), Agree (4), Undecided (3), Disagree (2) and Strongly Disagree (1). The questionnaire consists of 13 items: Training needs assessment (3), training contents and delivery approaches (3), training evaluation (3), and employee productivity (4). In order to ensure the validity and reliability of the instrument, 33 copies of

the questionnaire were pre-tested among the employees of Nigerian Bottling Company, PLC in Asejire, Oyo State. However, they did not form part of the total respondents used for this study. The Cronbach-alpha method was used to determine reliability co-efficient of the instrument and the values of 0.892, 0.952, 0.927 and 0.891 were obtained for training needs assessment, training contents and delivery approaches, training evaluation and employee productivity respectively. Out of the 327 copies of the questionnaires distributed to respondents, 302 questionnaires were retrieved representing 93.3% response rate. Statistics such as frequency count and percentages were put to use in the analysis of research questions while research hypotheses were tested using simple regression

analysis at 0.05 level of significance. Analysis was carried out with the aid of Statistical Package for Social Sciences (SPSS).

### Analysis and Results/Discussion

#### Restatement of Research Question and Hypothesis one

**Objective one:** Determine the effect of training needs assessment on employee productivity

**Research Question one:** Is there any significant effect of training needs assessment on employees' productivity?

**Ho:** There is no significant effect of training needs assessment on employee productivity in Cadbury Nigeria Plc.

**Table 1: Descriptive Analysis on Training Needs Assessment**

Variables	Strongly Agree	Agree	Undecided	Disagree	Strongly Disagree	Total
There is a clear view of training objectives in conducting training program	227	58	0	15	5	305
	74.4%	19.01%	0.0%	4.92%	1.64%	100.0%
Training objectives help participants to be focused	219	81	0	5	0	305
	71.8%	26.56%	0.0%	1.64%	0.0%	100.0%
Training objective is the basis for measuring effectiveness of the training in knowledge, skills and attitudes expected from trainees	276	27	0	0	2	305
	90.49%	8.85%	0.0%	0.0%	0.66%	100.0%

**Source:** Field Survey 2018

Table 1 showed the descriptive analysis of respondents' responses as regards training needs assessment. By combining responses under strongly agree and agree, 227(93.41%) of the respondents agreed that there is a clear view of training objectives in conducting training program. 300(98.36%) of the respondents accepted that training objectives help participants to be focused, 303(99.34%) agreed that training objective is the basis for measuring effectiveness of the training in knowledge, skills and attitudes expected from trainees. This implies that

majority of the respondents agreed to the descriptive variables regarding training needs assessment.

**Restatement of Hypothesis One ( $H_{01}$ ):** There is no effect of training needs assessment on employee productivity in Cadbury Nigeria Plc.

In order to test hypothesis one, standard simple regression analysis was used. Data on of training needs assessment on employee productivity in Cadbury Nigeria Plc. were obtained by adding the items under each of the variable. The results of the test of hypothesis are presented in Table 2.

**Table 2: The Overall Significance**

ModelSummary
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Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.391	.153	.129	.101316

## ANOVA

Model	Sum of Squares	Df	Mean Square	F	Sig.
1					
Regression	.067	1	6.494	6.494	.015
Residual	.370	305	.010		
Total	.436	306			

a. Dependent Variable: Training Needs Assessment

b. Predictors: (Constant), Employee Productivity

Source: Field Survey 2018

Table 3 Regression Coefficients

		Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	.452	.147		3.065	.004	10.101	12.104
	Training Needs Assessment	.473	.186	.391	2.548	.015	.164	.273

a. Dependent Variable: Employee Productivity

Source: Field Survey 2018

The results presented in table 2 showed the effect that training needs assessment have on employee productivity was significant ( $F = 6.494$ ,  $p < 0.05$ ). From the table, 15% of the variation in employee productivity was explained by variation in training needs assessment ( $R^2 = .153$ ,  $p < 0.05$ ).  $\beta$  was also statistically significant ( $\beta = 0.473$ ,  $t = 2.548$ ,  $p < 0.05$ ). Overall, regression results presented in table 3 indicate that training needs assessment has positive effect on employee productivity.

The hypothesis that training needs assessment impact employee productivity was therefore confirmed for employee productivity indicators. As training needs assessment increases, employee productivity increases in Cadbury Nigeria Plc.

$$EP = .452 + .473TNA + \varepsilon \dots\dots\dots (\text{Eqn.1})$$

Where:

EP = Employee Productivity

TNA = Training Needs Assessment

 $\varepsilon$  = Error term

## Discussion

The regression equation one indicates that the parameter estimates explain that training needs assessment will increase employee productivity of Cadbury Nigeria Plc. The constant is 0.452 implies that if training needs assessment is zero, employee productivity would be 0.473. The coefficient of training needs assessment is 0.473 which indicates that a 1-unit increase in training needs assessment is associated with a 0.473 units increase in employee

productivity of Cadbury Nigeria Plc. This implies that an increase in training needs assessment will subsequently increase productivity of training needs assessment. The result of hypothesis one demonstrates that training needs assessment of Cadbury Nigeria Plc. has a significant effect on productivity of Cadbury Nigeria Plc. Githinji (2014) in her study titled "Effects of Training on Employee Performance: A Case Study of United Nations Support Office for the African Union Mission in Somalia". The study made use of 144 staff. A sample of 45 was drawn using random stratified sampling approach from a list of sample frame provided by the employee register at UNSOA. The data was collected by use of a questionnaire. The data analysis involved frequencies, means, percentages, analysis of variance and bivariate analysis in form of cross tabulations. The findings were presented using Tables and figures. On the role of training on employee engagement the study showed that in general training enhances employee engagement in change processes. As a measure of engaging in change process, the top level management and non-management staff were more likely to be induced in taking new tasks after undergoing training compared to those in the middle level management. Similarly training most likely motivates the top level to be committed to taking initiatives in helping other employees. This case may not apply for the middle level management and the non-management staff. Secondly the study also showed that training



enhances employee engagement in innovation. Thirdly, the study showed that training enhances better performance among employee and lastly the study showed that training enhances employee enthusiasm to work. The researcher also found out that training should be conducted time to time to ensure employees have the necessary engagement to change processes, innovation; better performance and job enthusiasm for enhanced employee and organizational performance.

**Objective two:** assess the impact of training contents and delivery approaches on employee productivity.

**Research Question two:** is there any significant impact of training contents and delivery approaches on employee productivity?

**Ho<sub>2</sub>:** there is no significant impact of training contents and delivery approaches on employee productivity.

### Restatement of Objective, Research Question and Hypothesis two

**Table 4: Descriptive Analysis on Training Content and Delivery Approaches**

Variables	Strongly Agree	Agree	Undecided	Disagree	Strongly Disagree	Total
There is provision of a platform to showcase technical skills	199	61	6	11	8	305
	65.25%	20%	1.96%	0.1%	0.1%	100.0%
Training helps in personal growth	201	98	0	6	0	305
	65.90%	32.13%	0.0%	0.3%	0.0%	100.0%
There is new improved skills and technologies whenever training is carried out.	223	82	0	0	0	305
	76.39%	26.89%	0.0%	0.0%	0.0%	100.0%

**Source:** Field Survey 2018

Table 4 showed the descriptive analysis of respondents' responses for training content and delivery approaches. Combining the responses under strongly agree and agree, 260(85.25%) of the respondents agreed that there is provision of a platform to showcase technical skills. 299(98.03%) of

the respondents accepted that training helps in personal growth, 305(100%) agreed that training helps in personal growth. In general, the descriptive analysis on training and delivery approaches implies that most respondents agreed to the variables on training and delivery approaches.

**Table 5: The Overall Significance**

ModelSummary						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
1	.337	.159	.116	.101316		
ANOVA						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	.079	1	7.332	6.532	.015
	Residual	.361	305	.018		
	Total	.513	306			

a. Dependent Variable: Training Content

b. Predictors: (Constant), Training Content and Delivery Approaches

**Source:** Field Survey 2018

**Table 6 Regression Coefficients**

		Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	.454	.134		3.148	.004	11.135	14.271
	Training Content and Delivery Approaches	.461	.172	.337	2.369	.015	.164	.251

a. Dependent Variable: Employee Productivity

Source: Field Survey 2018

The results presented in table 5 show the effect that training content and delivery approaches have on employee productivity was significant ( $F = 7.332$ ,  $p < 0.05$ ). From the table, 15% of the variation in employee productivity was explained by variation in training content and delivery approaches ( $R^2 = .159$ ,  $p < 0.05$ ).  $\beta$  was also statistically significant ( $\beta = 0.461$ ,  $t = 2.369$ ,  $p < 0.05$ ). Overall, regression results presented in table 6 indicate that training content has positive effect on delivery approaches. The hypothesis that training content and delivery approaches affect employee productivity was therefore confirmed for employee productivity indicators. As training content and delivery approaches increases, employee productivity increases in Cadbury Nigeria Plc.

$$EP = .454 + .461TCDA + \varepsilon \dots\dots\dots (\text{Eqn.2})$$

Where:

EP = Employee Productivity

TCDA = Training Content and Delivery Approaches

$\varepsilon$  = Error term

## Discussion

The regression equation two indicates that the parameter estimates explains that training content and delivery approaches will increase employee productivity of Cadbury Nigeria Plc. The constant is 0.454 implies that if training content and delivery approaches is zero, employee productivity would be 0.461. The coefficient of training content and delivery approaches is 0.454 which indicates that a 1-unit increase in training content and delivery approaches is associated with a 0.461 units increase in employee productivity of Cadbury Nigeria Plc. This implies that an increase in training content and delivery approaches will subsequently increase employee productivity of training content and delivery approaches. The result of hypothesis one demonstrates that training content and delivery approaches of Cadbury Nigeria Plc. has a significant

effect on employee productivity of Cadbury Nigeria Plc. Isiwu (2012) in her study titled "Impact of Staff Training in the Productivity of Workers in Public Sector in Nigeria: A Case Study of Personnel Services Department University of Nigeria, Nsukka From 2000-2010". Stratified random sampling was used in this study and the sample size of 101 was used and analyzed. Questionnaire was used as the method of data collection and simple percentage was used as the method of data analyses. The findings for this study includes the following; Training and performance appraisal should be done frequently for staffs in organizations, staff who are found guilty of an offence should be dismissed, staff whose productivity is low should be disciplined, training should not be made compulsory for staff, there was improvement in the performance of staff of personnel services department within this period under study. She also recommended that management should always detect training needs, organizations should constantly embark on performance appraisal, the code of conduct and ethics of the profession should be strictly adhered, underperforming staff should be punished. The management of any organization should have it as a duty to detect whenever there is a flaw in performance and productivity, therefore embark on training for her staff. The management should avoid factors that could cause low performance and productivity such as absenteeism, poor public relations, inefficiency as these factors could retard the growth of an organization.

## Restatement of Objective, Research Questions and Hypothesis Three

**Objective three:** evaluate the significant effect of training evaluation on employee productivity

**Research Question three:** what is the significant effect of training evaluation on employee productivity?

**Hypothesis:** there no significant effect of training evaluation on employee productivity?

**Table 7: Descriptive Analysis on Training Evolution**

Variables	Strongly Agree	Agree	Undecided	Disagree	Strongly Disagree	Total
The training meets the training criteria	241	63	1	0	0	305
	79.0%	20.67%	0.33%	0.0%	0.0%	100.0%
The training is able to achieve the objective in which it is meant for	209	91	3	2	0	305
	68.52%	29.84%	0.98%	0.66%	0.0%	100.0%
The training identifies the strength and weaknesses of the trainee	158	121	0	16	10	305
	51.80%	39.67%	0.0%	5.25%	3.28%	100.0%

**Source:** Field Survey 2018

Table 7 showed the descriptive analysis of respondents' responses as regards Innovation. By combining responses under strongly agree and agree, 304(99.67%) of the respondents agreed that the training in Cadbury Nigeria Plc. meets the training criteria, 300(98.36%) of the respondents accepted that

the training is able to achieve the objective in which it is meant for in the organization, 279(91.17%) agreed that training identifies the strength and weaknesses of the trainee. Hypothesis three was tested using simple regression.

**Table 8: The Overall Significance**

ModelSummary						
Model		R	R Square	Adjusted R Square	Std. Error of the Estimate	
1		.557	.310	.227	.094075	
ANOVA						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	.099	3	.033	3.742	.024
	Residual	.221	25	.009		
	Total	.321	28			
a. Dependent Variable: Training Evaluation						
b. Predictors: (Constant), Employee Productivity						

**Source:** Field Survey 2018

**Table 9: Regression Coefficients**

Coefficients <sup>a</sup>								
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	.425	.177		2.404	.024	11.140	13.152
	Training Evaluation	.460	.214	.491	2.151	.041	.118	.222

a. Dependent Variable: Employee Productivity

**Source:** Field Survey 2018

The results presented in table 8 showed the effect that training evaluation have on employee productivity was significant (R Square = .310, F = 3.742, p < 0.05). From the table, 15% of the variation in employee productivity was explained by variation

in training evaluation (R square = .310, p < 0.05).  $\beta$  was also statistically significant ( $\beta = 0.425$ , t = 0.464, p < 0.05). Overall, regression results presented in table 9 indicate that training evaluation has positive effect on employee productivity.

The hypothesis that training evaluation affects employee productivity was therefore confirmed for employee productivity indicators. As training evaluation increases, employee productivity increases in Cadbury Nigeria Plc.

$$EP = .425 + .460TE + \varepsilon \dots\dots\dots (\text{Eqn.3})$$

Where:

EP = Employee Productivity

TE = Training Evaluation

$\varepsilon$  = Error term

### Discussion

The regression equation three indicates that the parameter estimates explains that training evaluation will increase employee productivity of Cadbury Nigeria Plc. The constant is 0.425 implies that if training content is zero, employee productivity would be 0.460. The coefficient of training evaluation is 0.425 which indicates that a 1-unit increase in training evaluation is associated with a 0.460 units increase in employee productivity of Cadbury Nigeria Plc. This implies that an increase in training evaluation will subsequently increase employee productivity of training evaluation. The result of hypothesis one demonstrates that training evaluation of Cadbury Nigeria Plc. has a significant

effect on employee productivity of Cadbury Nigeria Plc.

Engetou (2017) in his study titled "The Impact of Training and Development on Organizational Performance. Case study: National Financial Credit Bank Kumba. The researcher got information from 30 respondents, through questionnaires, interviews and personal observation". The data was analyzed using simple and statistical methods and representation on tables. And the researcher found out that training and development is a necessity in every company particularly for the unskilled or the less experienced employees. Generally, employees' work contribution was greatly improved due to the training methods and tools used by the company. Thus, it led to a positive impact on employee' performance and an improvement in their skills and job efficiency.

### Restatement of Objective and Research Question and Hypothesis Four

**Objective Four:** Examine the impact of training on employees' productivity.

**Question Four:** What is the significant impact of training on employees' productivity?

**Table 10: Descriptive Analysis on Employee Productivity**

Variables	Strongly Agree	Agree	Undecided	Disagree	Strongly Disagree	Total
I am satisfied when training is given in my workplace.	103	112	21	32	37	305
	33.77%	36.72%	6.89%	10.49%	12.13%	100.0%
Training has improved the quality of service we render as employees	212	91	1	0	0	305
	69.51%	29.84%	0.33%	0.0%	0.0%	100.0%
Training brings efficiency & effectiveness in our performance as employees	208	96	3	0	0	305
	68.19%	31.48%	0.98%	0.0%	0.0%	100.0%
Training has improved my productivity as an employee	191	104	3	7	0	305
	62.62%	34.10%	0.98%	2.29%	0.0%	100.0%

**Source:** Field Survey 2018

Table 10 showed the descriptive analysis of respondents' responses as regards employee productivity. Combining the responses under strongly agree and agree, 215(70.49%) of the respondents agreed that they are satisfy when training is given in their workplace. 303(99.35%) of

the respondents accepted that training has improved the quality of service they render as employees, 304(99.67%) agreed that training brings efficiency & effectiveness in their performance as employees. 295(96.72%) respondents accepted training has improved their productivity as an employee.

**H<sub>04</sub>: The joint effect of training and employees productivity**

Hypothesis 4 sought to establish the joint effect of training on employee productivity. Stepwise regression analysis was carried out guided by the equation:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4$$

Where  $X_1$  = Training needs assessment

$X_2$  = Training contents and delivery approaches

$X_3$  = Training evaluation

$X_4$  = Training

$\beta$  = Coefficient of variation

$Y$  = Employee productivity

The results from the regression analysis were as presented in table 11 below:

**Table 11: The joint effect of training and employees productivity**

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.391	.153	.129	.101316	.004	.125	1	30	.727
2	.337	.159	.116	.101358	.052	1.607	1	29	.215
3	.557	.310	.227	.194075	.017	.527	1	28	.474
4	.913	.415	.320	.267369	.002	.048	1	27	.828

**ANOVA**

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	.067	1	6.494	6.494	0.15
	Residual Total	.370	305	.003		
2	Regression	.436	306			
	Residual Total	.079	1	.003	6.532	0.15
3	Regression	.361	305	.003		
	Residual Total	.099	306			
4	Regression	.221	3	.002		
	Residual Total	.321	25	.003	3.742	0.25
		.089	28			
		.913	4	.002		
		.415	27	.003		
		.320	31		.551	.700

**Coefficients**

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		

(Constant)	.004	.078		.056	.956
1 Training needs assessment	.035	.100	.064	.353	.727
(Constant)	.009	.077		.122	.904
2 Training contents and delivery approaches	.089	.139	.162	.639	.528
(Constant)	.134	.106	.322	1.268	.215
3 Training evaluation	.017	.086		.199	.843
(Constant)	.086	.141	.156	.610	.547
4 Training needs assessment, training contents and delivery approaches and training evaluation	.234	.174	.563	1.343	.190
(Constant)	.134	.184	.278	.726	.474
	.004	.106		.035	.972
	.084	.143	.152	.583	.565
	.227	.179	.547	1.268	.216
	.142	.191	.296	.743	.464
	.028	.129	.050	.220	.828

1. Predictors:(Constant), Training needs assessment
2. Predictors:(Constant), Training contents and delivery approaches
3. Predictors:(Constant), Training evaluation
4. Predictors:(Constant), training needs assessment, training contents and delivery approaches and training evaluation

Dependent Variable: Employee productivity

The results presented in table 11 indicated that the resulting model was statistically significant (RSquare=0.415, F=0.551,  $p > 0.05$ ). The predictor variables (training needs assessment, training contents and delivery approaches and training evaluation) were also significant ( $\beta = 0.301, 0.227, -0.142, -0.129, t = -0.583, 1.268, -0.743, 0.220, p > 0.05$ ).

There was joint effective training on employee productivity in the model and was statistically significant. The implication of the study variables shows that all the sub-variables of the study, that is (Training needs assessment, training contents and delivery approaches, training evaluation) are significant to employee productivity.

### Discussion of Findings

Based on the findings of this study, hypothesis one shows that training needs assessment significantly affect employees' productivity ( $F = 6.494, p < 0.05$ ). 15% of the variation in employee productivity was explained in training needs assessment (R square = .153,  $p < 0.05$ ).  $\beta$  was also statistically significant ( $\beta = 0.473, t = 2.548, p < 0.05$ ). Overall, regression results indicate that training needs assessment has positive effect on employee productivity. This implies that conducting a systematic TNA (Training Needs Assessment) is a crucial initial step to design a training program and can substantially influence the overall effectiveness of training programs

(Ford & Goldstein, 2002), which also affected the performance of employees.

Hypothesis two shows the descriptive analysis of respondents' responses for training content and delivery approaches. Combining the responses under strongly agreed and agreed, 260 (85.25%) of the respondents agreed that there is provision of a platform to showcase technical skills. 299 (98.03%) of the respondents accepted that training helps in personal growth, 305 (100%) agreed that training helps in personal growth. In general, the descriptive analysis on training and delivery approaches implies that most respondents agreed to the variables on training and delivery approaches. Hypothesis three shows the effect that training evaluation have on employee productivity was significant (R Square = .310,  $F = 3.742, p < 0.05$ ). 15% of the variation in employee productivity was explained by variation in training evaluation (R square = .310,  $p < 0.05$ ).  $\beta$  was also statistically significant ( $\beta = 0.425, t = 0.464, p < 0.05$ ). Overall, regression results presented indicated that training evaluation has positive effect on employee productivity.

Hypothesis four shows the descriptive analysis of respondents' responses as regards employee productivity. Combining the responses under strongly agree and agree, 215 (70.49%) of the respondents agreed that they are satisfied when training is given in their workplace. 303 (99.35%) of the respondents accepted that training has improved the quality of service they render as employees, 304 (99.67%) agreed that training brings efficiency & effectiveness in their performance as employees. 295 (96.72%) respondents accepted training has improved their productivity as an employee. The vital blueprint of every training programme is to add value to human resource (employees). Any training programme that would not add value should be abandoned in organizational setting. Firms should

make training of their employees a continuous activity. Thus in order to carry out the project a descriptive survey design was used. Data were gathered using a structured questionnaire and the analysis was done using frequency distribution, percentages and simple regression analysis.

### Conclusion and Recommendations

Employee's training is necessary and must be found in a place and provided for in an organization because of the constantly changing problem to be solved within the framework of conflicting factors, time, environment and finance. Staff training equip employee with modern and current tools with which they can handle problems and find solution, which will conserve energy, save money and time and avert and reduce accidents in their daily operation. Employee training involves financial commitment, temporary placement of staff, additional work and responsibilities etc. these should not however, be thought of in the first instance as inhibiting factors. Manpower training should be considered as a programme and invested which has the propensity to yield long term dividend. For instance in the organized private sector, training is considered an important aspect of personnel functions and manpower training and development managers. One of the primary concerns for this study is to establish the effectiveness of training and development on employees in organizations. The need to plan for employee careers issues from both economic and social forces. Training of employee in organization is to survive and prosper in an ever-changing environment; its human resources must be in a constant state of development. Modern employees are beginning to insist that work demands be effectively integrated with the human need for personal growth, expectation of one family, and the ethnical requirement of society. An effective career program therefore should be that of aligning individual career opportunities through a continuing upgrading, education, transfer and advancement. In order for the companies to carry out its training activities effectively and efficiently to increase organizational performance the following recommendation are made.

The usual practice of using staff performance appraisal reports and other sources of nomination of staff for training programs is inadequate and therefore not advisable. This is because these methods of nominations are subjective and not objective. As a measure of improving the present situation, there should be a career development program plan for every category of staff, to ensure that every staff is given equal opportunity.

Furthermore, training programs should be systematic, and the planning should be thorough and comprehensive. Thus, any policy on the training of employee should be strictly implemented.

Training should be made compulsory for every employee of the company and not a favor, because if the need to train every employee is neglected, the adaptability of the dynamic environment of business is slowed down if not completely made impossible and also effort should be made by the organization to establish its own training programs. This will severely cut down on the cost incurred in hiring course centers/venues and will encourage the development of internal training scheme. Training programs run by staff of the organization has become immense value in modern management.

Training programs of each employee should be relevant to the sociological background and work environment in which the individual functions. Nomination for courses should also be linked with the educational qualification of the staff. So while it is necessary to expose the individual to new ideas, new technology, it is essential to bring him back to the 'nature state' of his work environment. Finally, since the deliberate and consistent investment in the training is the surest way to success of any business organization, the company should increase considerably its funding of the program. The analysis reflects a low or average funding of training and development programs. This is also seen in the analysis of those who have attended courses.

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