

INTERNATIONAL UNIVERSITY OF EAST AFRICA

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INTERNATIONAL JOURNAL OF PUBLIC ADMINISTRATION RE-VIEW (IJPAR)

IJPAR Vol. 11, May, 2021

A Peer-Reviewed Multi-Disciplinary Research Journal of International Academy of Public Administration & Management (IAPA&M), International University of East Africa Uganda

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ISSN: 3232-8398

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ASSESSMENT OF THE EFFECTIVENESS OF CONFLICT MANAGEMENT STRATEGIES IN NIGERIA: A STUDY OF PLATEAU STATE, NIGERIA

ABAH, E.O. Ph..D[*], RUSSELL THOMAS Ph.D[†], MUHAMMAD, SANI YAKUBU[‡] & OKEME UKWUMONU PATRICK (Ph.D.)[§]

Abstract

Conflict management is concerned with interventionist efforts towards preventing the escalation and negative effects, while increasing the positive aspects of conflict, until it is completely resolved. More often, they are reduced, downgraded, or contained. Such developments can be followed by a reorientation of the issue, reconstitution of the division among conflicting parties, or even by a re-emergence of past issues or grievances. This study focuses on three fundamental strategies adopted by the government(s) in management of conflict. These strategies includes but not limited to the following: Government's Interventions, the use of administrative panels or judicial commissions and the role of civil society organizations in conflict management. The degree to which these strategies have succeeded in managing conflict essentially comes under the purview of this study.

Introduction

Conflict management should not be viewed as a simple, linear or structured process. Those assuming or charged with such a task must usually overcome an intensely chaotic situation. Conflict is frequently managed directly by the society in which they occur. When not possible or when conflicts become national in scope,

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government normally assumes the task, provided it is not a party to the conflict. In cases where a government is unable or unwilling to intervene, international organizations increasingly assume the role of conflict manager.

Conceptual clarifications

Conflict Management Models

Lijphart (1977) has noted that there are several models for conflict management, including power sharing, hegemonic control, federalization, and arbitration. Power sharing involves the incorporation or co-operation of relevant ethnic groups into the governance structure. This is aimed at creating a grand coalition cabinet which accommodates the opposition in power. However, such accommodative mechanism is hardly feasible in violently divided societies with deep cleavages and hundreds of ethnic groups such as Nigeria.

Hegemonic control involves the use of co-operation or coercion to ensure the acceptance of the status quo or political arrangement. Here incumbency power is used to co-opt the willing segment of the society and coercion is applied on the opponent with the aim of forcing them to submit to extant power. This approach is very common in authoritarian political systems, especially under military regimes.

Another model often used in conflict management is federalization. This involves the institutional and spatial dispersal of power between tiers of government in such a way that each level of government is relatively autonomous in its sphere of jurisdiction (Subaru, 2006, Subaru 2008). However, federalization could engender serious socio-political conflict if it is lopsided as Nigeria case currently presents (Aghedo and Osumah, 2009).

Arbitration involves the use neutral third parties in dispute settlement. This model is often used when the preceding three models have been exhausted without success. The major challenges of this mechanism are that sometimes the third parties who are charged with the settlement of dispute or conflict may become partisan.

Also, most disputes especially in fragile states involve the states as actor. This becomes very problematic as the state is also often charged with the responsibility of selection and appointment of the arbiters. In many cases, the state itself flouts the terms, conditions and sometimes the resolution of the dispute settlers. In addition, a variety of other approaches are adopted in the management of conflicts. For analytical convenience, these approaches are decomposed into traditional and modern techniques.

Modern Methods of Conflict Management

In modern times, a number of methods are commonly used in managing conflict. The most commonly used ones include political, diplomatic and judicial. The political methods include peace making / keeping, peace building, confidence building, negotiation, mediation, reconciliation and inquiry. Peace making according to Akindele (2006) is the art and act of settling disputes or conflicts through mediation, arbitration and reconciliation. Peace-making entails prevention of hostilities, diffusing tensions, opening channel of dialogue between warring factions, and proposing ways of ending host ties. Peacemakers are individuals, organization or groups of states.

Peace building has been defined as the deliberate and systematic build-up of interaction dense and durable, initiating a state in which the resumption of conflict would be improbable. Peace building essentially, arises after cessation of hostiles. It includes assisting refugees, displaced, and other adversely affected persons with food, drugs, and clothing and shelter.

Confidence building logically follows after peace building. It denotes an attempt to reduce or eliminate misconception about specific military threats and concerns by communicating adequately verifiable evidence of acceptable reliability to the effect

that those concerns are groundless. Ostensibly, confidence building is designed to eliminate suspicion, fear, mistrust and misconception.

Negotiation is a process in which explicit proposals are put forth essentially for the purpose of reaching an agreement or realization of a common purpose, where conflicts of interest are present. Mediation involves interaction of a third party or group pf parties with the aim of brokering compromise. According to Oppenheim (1964) mediation entails indirect conduct of negotiation between parties at issue on the basis of proposal made by the mediator.

Conflict resolution is also an aspect of conflict management. According to Leatherman and Vayrynen (1995), conflict resolution is a state of affair in which the parties agree to remove perceived conflict through some solutions they find mutually acceptable. Accenting, Mail (2000:40) noted that conflict resolution is useful to differentiate the termination of conflict by means of an agreement that removes the underlying sources of conflict from those that achieve a settlement or cessation of overt hostility but not the removal of the underlying cause. In the latter case, there may be little or no change in the composition of the parties, the conflict attitudes and the underlying structures.

Essentially, conflict resolution is intended to establish a general framework and institutionalized process, which can oversee implementation of initial agreement and guide the disputants search toward more comprehensive solutions.

Conflict resolution involves recognition by the clashing parties of one another's interests, needs, perspectives, and continued existence. The most effective forms identify the underlying causes of the conflict and address them through solutions that are mutually satisfactory, self-perpetuating, and sustaining. Conflict resolution can also be practiced with a variety of emphases, including but not limited to cooperation, non- confrontation, non-cooperation, and positive-sum orientation. Serious challenges are found when parties at times favour, for various reasons, continuation of conflict over its resolution. In such cases, the role of external parties can be critical in creating a balance of power, enacting sanctions or incentives, or

acting as neutral mediators or invested facilitators. Not all conflict lends them to conflict resolution techniques.

Beyond conflict resolution is the concern of conflict transformation, which is intended at establishing more enduring peaceful relationship in a post-conflict situation. It is the deliberate intervention of a third party known as peace worker to destroy surviving structures that fuelled conflict and introduce changes in term of re-orientation and introduction of values for societal dynamic equilibrium. In other words, conflict transformation requires that the parties involved alter their previous strategies of handling or avoiding the discord in order to implement new approaches towards ameliorating the situation. The non-violent transformation of conflict and the weaponry of non-violent struggle are desirable for those who seek non-lethal means of conflict engagement, which can improve the odds for reconciliation.

Another strategic aspect of conflict management is diplomacy or conciliation. It involves a third party known as conciliator who communicates separately with warring factions with the intention to persuade them to work toward peace. Instructively, this strategy can be adopted at every stage of conflict. Also critical and commonly used modern method of conflict management is judicial intervention. It includes arbitration and adjudication. Arbitration is the process of intervention in which the parties lose control over the outcome and their situation when arbitration is adopted. As Otite (1999) observed in arbitration the arbiter is the decision-making authority. The outcome of intervention which is based on law is binding on parties. Adjudication involves the use of court to resolve conflict either when other techniques identified above have failed to yield desired results or while they are being applied.

Another approach to conflict management is conflict prevention, which is the anticipation of conflict that seeks to redress causal grievances to avoid the escalation of violent forms of conflict engagement or to curtail the re-occurrence of violent

exchanges or some combination of these elements. The term conflict prevention can be misleading, because theoretically none of the fore-mentioned aspects aspire to prevent conflict as such. Instead, the aim is often to resolve a conflict at hand or more typically to prevent escalation or violent manifestations. Although at times referred to as preventive diplomacy and crisis prevention, such activities usually involve maintaining the status quo due to potential threats associated with crises or the anticipated outcomes from engaging in a dispute. Conflict prevention, however, recognizes that in order to avoid the catastrophes associated with strife, particularly violent upheaval, change is usually necessary, for example, through new institutions, revitalized processes, or the sharing of power. In any case, conflict prevention as an approach relies heavily on accurate analysis of any latent or minor disputes in the hopes of identifying appropriate strategies for resolution or intervention. Such efforts are collectively categorized as early warning systems, which vary in complexity and approach. They may include fact-finding mission, consultations, inspections, report mechanisms, and monitoring. The predictive nature of conflict prevention raises several issues, particularly regarding the timing of intervention and the possibility of precipitating pre-emptive action by parties beyond the conflict (Fred–Mensah, 2000).

Humanitarian and moral concerns are often insufficient for initiating effective conflict prevention efforts, even in the face of egregiously violent circumstances. As a result, numerous arguments are put forth on behalf of conflict prevention, for example, geo-strategic concerns, security interests, cost-benefit analyses, and refugees' issues. Despites the increasing technical capacity and human ability to identify deadly conflicts before they erupt, as well as the likelihood of extreme costs in lives, social cohesion, and regional instability, conflict prevention remains in the realm of theory more than practice (Fred Mensah 2000).

Conflict prevention has predominantly been viewed as the task, if not the responsibility, of international organizations or nation-states neural to the given conflict. However, this responsibility does not necessarily rely nor should it depend solely

on external parties. The most effective method of conflict prevention, although not described as such, is accountable governance, whereby citizens and groups have access to effective avenues and mechanisms for resolving the range of disputes and conflicts that ordinarily arise within societies. Such access not only involves governmental structure, but also requires the cooperation of civil societies and business communities. This is particularly true in settings where violent conflict has already occurred and conflict prevention focuses on inhibiting recurrences, for example through some form of reconciliation (Fred-Mensah, 2000).

Traditional Methods of Conflict Management

Apart from the modern mechanisms of conflict management, there are various traditional methods of ensuring peaceful resolution of dispute, including Elder's forum, Oath-taking and Ostracism.

Elders' forum mechanism involves traditional chiefs and leaders in conflict management, especially at the community level. This approach dates back to the pre-colonial era in African societies. In African culture, age is accorded a lot of respect and in some areas, it is synonymous with wisdom. As a result, elders are consulted in finding solutions to disputes. However, this approach is hardly used in urban centres today, though it still features prominently in rural settlement processes.

Oath-taking is used also in communal adjudication. A party or parties to a dispute are made to swear to oath that they are innocent, or will tell the truth and abide by the verdict of the arbiters. However, many people refuse or are reluctant to swear to an oath because of their religious background.

Ostracism is another functional traditional conflict management strategy. It involves the barring of guilty person or persons who committed heinous crimes or perpetrated conflicts from social gatherings or the community at large.

Conflict Management Strategies in Nigeria

In view of the recurring ethno-religious conflict in Nigeria it is logical to review strategies that have been used to address such conflict in the past in order to understand the values and limitation. For the purpose of clarity and comprehensive treatment, the approaches are classified into two; government intervention and the role of civil society.

i) Government intervention

Government is the highest institution within the state statutorily responsible to provide a secured environment within which the citizenry can pursue and realize the good life. In this way, the government is a major player in the settlement of conflict. In the recurring ethno-religious conflict successive govt have adopted various approaches for settlement. One of the commonest measures for the management of conflict is deployment of security agencies to restore peace, and law and order in the troubled spots. The deployment and intervention of security agents in violent ethno-religious conflicts is expected to be based on neutrality, transparency and genuine commitment to reconciliation (Fayeye, 2003: 140). The police have the main responsibility for the maintenance of law and order. This presupposes that calling them (the police) and the use of military to quell ethno-religious conflict are not the ideal. However, by the time the dynamics of the conflict assume a wider proportion military response becomes necessary to stem the tide of hostilities.

As Fayeye (2003:141) noted it is normal under the constitution for the military to come to the rescue where the police had either failed to perform adequately or proves to be grossly incapable of dealing with civil insurrection. This strategy is fast losing credibility and efficacy. The process of military deployment during crisis is rigorous. Thus, quite often the security agencies are blamed for their slow response to incidences of violence resulting in multiple injuries and countless deaths. Even when the security agencies were quick to respond, their mode of operation is largely the routine duty of mounting roadblocks, patrolling of main roads and arrest and interrogation of suspected leaders and partisans. These models of operation are generally inadequate and ineffective because they are riddled with

corruption from the onset. Besides, the patrols and roadblocks have never acted as effective check on the movement of rioters and dangerous weapons. Also, the proliferation of light and sophisticated weapons in crisis complicate the work of the security agents. It has been contended that groups use pistols, franchise national rifle, AK47, kalashnikov, general purpose machine guns and other weapons freely. In addition, the use of the military is becoming too dangerous in a complex and plural society such as Nigeria. The military has gradually been polarized along ethnic and religious lines. For example, in the 2003 crisis in Kaduna most of the police officers who were mainly indigenes were alleged to have taken side with their people (Fayeye, 2003:96).

b) Establishment of Administrative panels or judicial Commissions

Essential in the wake of virtually every crisis with ethno-religious coloration in Nigeria, the federal, state or local government constitute administrative panels or judicial commissions. Such panels include: the John Shagaya Commission on Nigeria's membership of the OIC. This Commission was set up on February 3, 1986, by the Babangida administration following the OIC crisis in early 1986, federal government Judicial Panel on the Kafanchan, Kaduna and Zaria crisis in 1987, Justice Rahila Cudjoe Commission of Inquiry was set up to investigate the 1992 zango-kataf crisis in Kaduna state and the AVM Usman Mu'azu reconciliation and search for lasting peace committee for the December 1994 Zango-kataf crisis in Kaduna state.

The terms of reference of such commission usually include investigating the remote and immediate causes, the perpetrators and proffering necessary measures within the ambit of the law against them. Notably, this strategy has hardly been effective in dealing with recurring ethno-religious conflict. As Fayeye (2003:93) noted it is a sad commentary that many reports of these inquiries were never made public let alone their recommendations implemented. Even in few instances that the recommendation was implemented serious allegations of double standards and selected justice were made.

The consensus is that the political will required implementing such recommendations was always lacking. The resultant effect is to compound ethno-religious crisis, because some powerful individual in the society feel that they are above the law. There is also the loss of faith in these commissions by the public who thereby resort to violence to seek redress whenever they feel aggrieved.

c) Civil Society and Conflict management in Nigeria

Civil Society is also used in modern times as an alternative mechanism for conflict management (Ikelegbe, 2003; Ibrahim, 2003). Civil society constitutes non-state organizations. It comprises whole range of intermediate associations, from kinship organizations to social services oriented, to non-governmental organization. Its distinguishing characteristics from other organizations are that it seeks to influence government policy on some specific set of issues such promoting popular struggles and claims intended to enhance freedom, equality, justice, fairness, redress, reform and change. Civil society organizations, included groups such as women's organizations, human right / legal aid groups, think tanks, development of NGOs fora, business associations, governance/democracy, mass media associations and conflict resolution groups (Ikelegbe 2003; Ikelegbe2005). These groups cut across socio-economic and political sectors. A traditional form of civil society organization exists in the form of town, village, ethnic and religious associations. Based on its characteristic it has been noted that the civil society organization have organized several workshops to advocate peace and non-violence and to enhance capacity for conflict management.

The Christian Association of Nigeria (CAN) and various other ecumenical groups such as the Angelica synods have been consistent in calling on Nigeria to exhibit religious or ethnic tolerance and particularly to allow amity between Christian and Muslim to reign. Similarly, the Northern Consultative Forum has intervened in several crises in the north by sending emissaries to troubled spots to ascertain positions and address contentious issues. It has attempted to broker peace in the crisis

between the Tiv and Jukum people by calling the warring factions to a peace talk meeting (Ikelegbe 2003).

Though the civil society organizations are believed to possess the capacity and dynamism for efficient management of ethno-religious conflict, the Nigerian civil society organizations appear to maintain and perpetuate structures that generate conflict. The role of the civil society groups such as those of two religious bodies namely the Christian association of Nigeria and the Jamaat Nasil Islam had been criticized as partisan. As Fayeye (2003) noted the efforts of the NGOs, secular and religious group at organizing reconciliation activities, open community meeting and other exchanges between the parties in conflict have not met its desired goal due to illiteracy, poverty and over reliance on the government, the power elite. Hardly are decision of the people taken into consideration when its matters. Another weakness of the Nigerian civil society organizations in ethno-religious conflict management has been their vulnerability to traditional primordial loyalties to ethnic, racial, regional and religious cleavages. These variables of Nigeria's diversity index are essentially barriers to the efficiency of the civil society organizations in ethno-religious conflict management.

Conclusion and recommendations

Conflict management when actively conducted is, therefore, a constant process. A variety of techniques have been identified and employed in conflict management efforts. The following are the most prominent:

First- Conflicting parties are brought together to establish a mutual agreement.

Second- government or third parties to the strife may directly intervene to introduce or impose a decision.

Third-New initiatives, programs, or institutional structures (for example, election) is implemented to address the conflict in question.

Fourth- Contending parties are compelled or coerced to utilize previously established means of resolution or containment.

Fifth- Government or another third party may use coercion to eliminate or instil fear among one or all those engaged in a given conflict, leading to subsidence.

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EMPLOYEES' PERCEPTION OF INTERNAL MECHANISMS FOR FRAUD CONTROL IN SELECTED LOCAL GOVERNMENT COUNCILS IN SOUTHERN NIGERIA

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&
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Abstract

This study focuses on the incidence of fraud and internal mechanisms employed for its control in local government councils in Southern Nigeria. The existence of an inadequate framework for investigating fraud in organizations in Nigeria has resulted in a continuous increase in fraudulent activities. Internal mechanisms however, may contribute significantly in reducing the incidence of fraud. This study, therefore, examines the perception of employees in selected local government councils on the effectiveness of internal mechanisms in curbing fraud. The theory of crime convenience was adopted in explaining how organizational opportunities create room for offenders to commit fraud. a total of 750 copies of the questionnaire were distributed and 742 copies were retrieved from respondents in Oredo, Egor, and Ikpoba-Okha local government councils. The findings of this research revealed that most of the respondents affirmed that the absence of enforcement of internal mechanisms for the control of fraud is the most significant cause of fraud. Furthermore, the majority of the respondents asserted that although internal mechanisms for the control of fraud exist in the local government councils, these mechanisms are ineffective. Based on these findings, it was recommended that more

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efforts should be made to investigate and prosecute fraudulent officials in local government councils and also suggested that internal mechanisms for fraud control should be completely overhauled.

Keywords: Fraud, corruption, internal mechanisms, local government councils, convenience theory

Introduction

The constitution of Nigeria (1999) provides for the allocation of power to the Central, State and Local governments. The 1976 local government reforms in Nigeria were aimed at reducing the workload of the other tiers of government as well as make for the provision of infrastructures at the grass-root level. Unfortunately, the third tier of government has lagged in the performance of its statutory and this have been attributed to fraud perpetrated by its officials (Nwaodike, 2016)

The incidence of fraud in Nigeria has affected national development as well as its global image (Hamilton and Gabriel, 2012). In organizations, whether public or private, fraud is a major concern, especially in developing countries like Nigeria where corrupt practices have stifled growth and development of the nation's economy (Kelly, 2015). Kratcoski and Edelbacher (2018) see fraud as any conscious action carried out with the aim to get the illegitimate benefit. Its occurrence in Nigeria has gradually increased in frequency and as a result, several studies have focused on its alarming upsurge. (Enofe, Egbe, and Okporua, 2016; Abdulahi and Mansor, 2015; Adebisi and Gbegi, 2015). This increase of fraud is typified by several unethical practices including the embezzlement of the fund, setting fire to offices, housing sensitive documents amongst others (Onuorah and Appah, 2012). Regrettably, the mechanisms on the ground to curb fraud have not been that effective. Obarisiagbon and Aderinto (2018) have observed that the criminal justice system has failed in curbing fraud and other criminal activities as perpetrators do not get caught and when caught are not prosecuted.

Fraud may be subtle and therefore difficult to uncover, although this does not make its incidence less probable. Since it is a negative occurrence, it may be triggered by certain factors and can also be manifested in diverse forms. Individuals from time to time engage in it and though they do not succeed all the time, sometimes, they do (Wells, 2018). The absence of an adequate framework for the investigation, prosecution, and punishment of fraud in Nigeria has paved the way for a continuous perpetuation of fraudulent activities. Some scholars have argued that the implication of the occurrence of fraud is not easy to ascertain because most of its occurrence is not known and the known ones are not documented, making action or persecution (Okonkwo and Ezegbu, 2016). Various suggestions have been offered in a bid to curb fraudulent practices, especially in the public sector. Since fraud usually occurs due to flaws in the fraud control mechanism, cultivating an environment characterized by strong internal control has been advocated as the best way to combat fraud (Centre for Financial Reporting Reform, 2017).

As part of measures to curb the incidence and prevalence of fraudulent activities in government agencies and parastatal, internal mechanisms such as the signing of monthly returns, biometric verification, scheduled physical visits by auditors where employees are expected to be physically present with their documents for verification, installation of CCTV cameras and appointment of inspectors and auditors to monitor and inspect the books respectively have been introduced. Yet, these control measures appear not to have solved the problem. The question is, are workers involved in deciding the measures to control fraud in organisations? What do they think of the measures already in place? Hence, this study seeks therefore to assess employees' perception of internal mechanisms for fraud control in selected local government councils in Southern Nigeria.

Statement of research problem

Unarguably, the closest government to the people of any given nation is the local government council which many see as the third tier of government in the federal republic of Nigeria. By creation, its core mandate is essentially to meet the

yearnings and aspirations of the local people particularly in the provision of social services and developmental needs (Adeyemi, 2012). The implication of this therefore is that it is well suited to the provision of needed infrastructures to the people at the grass-root.

Unfortunately, it has not fared well in the discharge of this very core mandate principally due to the perpetuation of fraud and corrupt practices by the officers at the echelon of its administration. Agbo (2010) has observed that instead of providing the needed social services and developmental projects to those at the locality for their betterment, it has rather been enmeshed in widespread corrupt practices to the annoyance if all and sundry. On their part, Ali (2008) and Ekawu (2017) have lamented that most local government councils in Nigeria, have become bedevilled or is rather associated with inefficiency, ineffectiveness, embezzlement, kickback, and abandoned projects. Ezeani (2004) in a pathetic analysis, observed that about thirty local government councils in Nigeria have been indicted for one corrupt act or the other while others are currently under the watchful eyes of the law enforcement agencies.

The implication of this appalling situation is such that good governance has continually eluded most local government councils in Nigeria with no end in sight for relief (Onwemenyi, 2008). Most shamefully, some of the local government councils' officers openly without any restraint whatsoever display their ill-gotten wealth. El-Rufai (2012) after a very careful analysis of the allocation of resources from the federation account vis a vis the pattern and trend of the commission of fraud at the local government councils, lamented that there is little or nothing to show for the huge allocation being received by them every month.

The question that keeps agitating the minds of well-meaning citizens of this country is whether there are no inbuilt mechanisms for the control of fraud at the level of local government councils. Organisations, local government councils inclusive have internal audit and fraud control mechanisms which ought to ensure that the council's money is used for the purpose for which they were appropriated. It is

against this background that this study sought to investigate employees' perception of internal mechanisms for fraud control in selected local government councils in Southern Nigeria.

Research questions

The following research questions guided this work:

i) What are the major causes of fraud in local government councils in Southern Nigeria?

ii) Are there internal mechanisms for the control of fraud in local government councils in Southern Nigeria?

iii) How effective are the internal mechanisms towards the control of fraud in local government councils in Southern Nigeria?

iv)

Objective of the study

The study sought primarily to investigate employees' perception of internal mechanisms for fraud control in selected local government councils in Southern Nigeria. However, the following are its specific objectives:

i) discuss the major causes and the manifestations of fraud in local government councils in Southern Nigeria

ii) identify the internal mechanisms for the control of fraud in local government councils in Southern Nigeria

iii) examine the effectiveness of the internal mechanisms towards the control of fraud in local government councils in Southern Nigeria

Review of Related Literature

Fraud is a concept with several definitions. A broad definition, as offered by Serger (2012) explains fraud as the deliberate action of an individual that make him benefit while the victim suffers losses. In the context of this study, it can be described as any willful act of deceit of an individual sire to rip off his place of work. Abdulahi and Mansor, (2015) identified seven major causes of fraud in places of work in Nigeria which include the low income for employees in the public service, lack of

transparency which may lead to mismanagement of resources, the disparity in resource distribution favouring ethnicity, absence of social and governmental enforcement agencies, inefficiency in the taxing system and improper policy formulation.

A widely accepted explanation for factors that lead to fraud within organizations is offered by an elaboration of the Fraud Triangle which suggests that there must be the presence of three ingredients before it can be said to exist. These include; a push factor, the opportunity, and the fraudster's justification of his action (Centre for Financial Reporting Reform, 2017). Fraud has been variously classified and one of the ways is to use the Association of Certified Fraud Examiners (2008) definition of "occupational fraud." The ACFE (2008) sees this as "the use of one's occupation for personal enrichment through the deliberate misuse or misapplication of the employing organization's resources or assets." The ACFE (2008) has identified three kinds of occupational fraud viz: (1) Overstated assets or revenue. This may be in the form of theft of cash in hand, fraudulent disbursements and payroll schemes, especially those involving ghost employees, overpayment of wages and commission schemes (2) Corrupt practices in form of bribery and kickbacks, illegal gratuities and economic extortion and (3) fraudulent statements, which generally involve falsification of an organization's financial statements commonly manifested through net worth or net income overstatements/understatements (Wells, 2018 and ACFE, 2008). Of these three categories, the ACFE (2018) report shows that overstated assets or revenue are the most common and least costly while financial statement fraud occurs in fewer cases but causes the greatest damage.

Another classification of fraud is from the perspective of the victims of fraud. With regards to the focus of this study, the emphasis will be on fraudulent acts by individuals against an organisation. In this case, fraud may be manifested in the following forms as explained by Albrecht, Albrecht, Albrecht, and Zibelman (2012):

i) Employee Embezzlement where a worker converts the organization's form to his and this is the most common.

ii) Vendor Fraud occurs where the customer does not get the item paid for or pays over for the items.

iii) Vendor Customer Fraud where the items are not paid for but the customer however goes home with the items.

iv) Management Fraud where a manipulated account is given by top management staff.

To Wells (2018), two broad classifications of internal mechanisms exist and these are for prevention and detection. He further observed that for any establishment to have or rather promote an effective and efficient means of either preventing or detecting take into cognizance the fact that humans have social needs that must be satisfied otherwise they will be counterproductive.

Theoretical framework

The convenience theory of crime as expounded by Gottschalk & Gunnesdal (2018) was adopted for the study. It is an integration of perspectives from sociology, psychology, criminology as well as organizational behavior that provides reasons why workers engage in white-collar crime in their place of work. An individual can be described as convenient-oriented when the easiest and fastest route for task accomplishment is always preferred, thus depicting an inclination for maneuvers. Gottschalk and Gunnesdal (2018) viewed convenience as a two-fold construct-absolute and relative. The attractiveness to carry out fraud is embedded in absolute construct while the convenience to commit crime rather than engaging in other means to achieve the same goals, is the focus of the relative construct of convenience. Fraud as with other crimes can be a subtle way of making money. The threat of bankruptcy or financial loss of any kind is one of the reasons for the commission of fraud. A perceived threat can create the tendency for individuals to develop self-protective defenses which may result in the narrowing of focus to personal needs which in turn interferes with living a moral life (Kouchaki and Desai, 2015). In considering the financial motive for fraud, it is important to note that goal-oriented

organization gives room for employees to identify with both the organization and its goals. However, this does not mean that crime will not occur.

In relation to this study, the how question, presented by the organizational dimension of convenience suggests that several loopholes may exist in the local government councils in Southern Nigeria which may create room for fraud perpetration. This suggests the need for the examination of internal fraud control mechanisms and their level of effectiveness in reducing the incidence of fraud

Methods and materials

This is a cross-sectional survey that relied on both the quantitative and qualitative techniques to gather data from respondents. The questionnaire and interview guides were subjected to face and content validity after which a pre-test of the instruments was done. The inferential statistics were used to analyse the data gathered through quantitative technique. Oredo, Egor, and Ikpoba-Okha local government councils in Southern Nigeria were purposively selected due to the prevalence of fraud perpetrated by revenue collectors. Equal numbers of respondents were randomly sampled from each of the local government councils. Out of a total number of 750 questionnaires that were administered, 742 were retrieved, found valid, and thus used for the analysis of the study.

Table 1: Demographic characteristics of respondents

	FREQUENCY	PERCENTAGE (%)
Sex		
Male	442	60
Female	300	40
Total	**742**	**100**
Age		
19-30	150	20
31-40	450	51
41-50	100	6
Above 50	42	100
Total	**742**	**100**
Religion		
Christianity	680	92
Islam	20	3
Others	42	5
Total	**742**	**100**
Educational level		
Primary	60	8
Secondary	240	32
Tertiary	442	60
Total	**742**	**100**
Marital status		
Married	180	24
Single	562	76
Total	**742**	**100**

Source: Field survey, 2019

Table 1 shows that 742 respondents participated in the study, 80% of were males and 40% were females. 20% were in the 19-30 years age range, 61% were between 31-40 years while 13% were between 41-50 years and 6% were above 50 years. On religion, 92% were Christians, 3% were Muslims and 5% practiced other religions. As for educational status, 8% of the respondents had primary school certificate, 32% had secondary school certificate while 60% had university degrees. On marital status, 24% of the respondents were married while 76% were single.

Table 2: Frequency distribution on the causes of fraud in Benin Metropolis

Causes of fraud in local government councils	**Frequency**	**Percentage**
Greed	80	11
Low salary	120	16
Lack of accountability	50	7
No supervision	42	6
No enforcement of internal mechanism for control of fraud	100	13
All of the above	350	47
Total	**742**	**100**

Source: Field survey, 2019

Table 2 shows that 11% respondents affirmed that greed is a cause of fraud in local government councils, 16% opined that low salary was a cause, 7% went for lack of accountability, 6% stated no supervision as a cause 13% mentioned no enforcement of internal mechanism for control of fraud while 47% believed that all the causes listed above are responsible for the commission of fraud in local government councils.

This finding is further given credence to by the work of Abdulahi and Mansor (2015) where they identified seven major causes of fraud in Nigeria which include low salary and wages for employees in the public service, lack of accountability and transparency which may lead to mismanagement of resources, the disparity in resource distribution favouring ethnicity, absence of social and governmental enforcement agencies, inefficiency in the taxing system and improper policy formulation.

Table 3: Internal mechanism for fraud control in local government councils

Are there internal mechanisms for the control of fraud in local government councils in Southern Nigeria?	**FREQUENCY**	**PERCENTAGE (%)**
Yes	542	73
No	200	27
Total	**742**	**100**

Source: Field survey, 2019

Table 3 shows that 73% of the respondents affirmed that there are internal mechanisms for the control of fraud in local government councils in southern Nigeria while 27% stated in the negative. This study's result collaborates with the views of Wells (2018). He not only agreed that there are internal mechanisms for the control of fraud but also pointed out that there are two main types of internal controls: preventive controls and detective controls.

Table 4: Effectiveness of internal fraud control mechanism

How effective are the internal mechanisms towards the control of fraud in local government councils in Southern Nigeria?	**FREQUENCY**	**PERCENTAGE (%)**
Very effective	160	22
Not effective	582	78
Total	**742**	**100**

Source: Field survey, 2019

Table 4 shows that 22% of the respondents affirmed that internal mechanisms towards the control of fraud in local government councils in Southern Nigeria are

effective while 78% held that internal mechanisms towards the control of fraud in local government councils in Southern Nigeria are not effective. This result validates the previous study of Obarisiagbon (2018) where he observed that the criminal justice system has failed in curbing fraud and other criminal activities.

Conclusion and recommendations

That corrupt activity exist in local government councils is stating the very obvious and regrettably, this has affected and therefore reduced the local government councils to mere salary paying centres as little or nothing is happening in terms of developmental projects.

This study, therefore, suggests that anti-corruption agencies should extend their searchlight to the local governments while its officials who siphon local government funds or are involved in fraudulent activities should be prosecuted during and after their service and or retirement to serve as a deterrent to others. In this direction, the State should step up or better still rise to the occasion by empowering security outfits like EFCC and ICPC to do the needful with regards to detecting and possibly preferring charges against corrupt chairmen of local government councils. This in no small ways will serve as a deterrent to council officers who have the potential to steal money meant for the good of the people.

There is also the urgent need to overhaul the internal mechanism for fraud control in the local government councils in Nigeria. The media should help in exposing fraud through investigative journalism especially has the Freedom of Information Act (2015) avails them the empowerment in this direction.

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IMPACTS OF OIL BUNKERING IN THE NIGER-DELTA REGION ON THE NIGERIAN STATE

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Abstract

The region of the Niger-Delta is unique in the Nigerian state based on the fact that, it is naturally endowed in abundance with oil and gas which have continued to be the mainstay of the Nigerian economy. Therefore, the study examines the impacts of oil bunkering in the Niger-Delta region on the Nigerian state. The study argues that, the presence of oil has made the region valuable to the country but unfortunately, the region lacks development. This insensitivity on the part of government often leads to persistent agitations and grievances against the state. The study, however, establishes that, due to this ugly situation, the militant groups are involved in acts of criminalities and economic sabotage, particularly the oil bunkering which undermines the economic prosperity of the state. The study is situated within the ambit of the Marxist Political Economy Theory while secondary sources were used to expantiate on the developments in the region. It concludes that illegal oil bunkering signifies great danger to Nigerian state, as it has reduces the wealth generation of the state that could be used for developmental purposes. In view of this, the study recommends that, both the federal government and the

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oil companies must cater adequately for the needs of the people and development of the region.

Keywords: *Corruption, Economic Sabotage, Oil bunkering, Niger Delta.*

Introduction

Nigeria is a country located in the Guinea Coast of West Africa between latitude 4° and 14° North and longitude 3° and 14° East. It is bounded by the Republics of Niger, Chad to the North, Benin to the West, Cameroon to the East and Atlantic Coast to the South. It covers a land area of about 924,000 square kilometers with diverse climates, soil types, ecological zones and natural resources (Ekpo, Chime & Enor, 2016). The scholars posited that judging by the National Population Commission (2006) figures Nigeria is unarguably the most populous Black Country in the world with over 140 million people. Nigeria is blessed with magnificent arable lands; forest resources such as timber, palm oil and kernel, cocoa, rubber, kola nuts, yams, rice, millet, wheat; semi-temperate climate suitable for the production of tea, coffee, as well as the breeding of cattle, sheep, goats and other livestock; mineral resources such as petroleum, coal, asbestos, clay, iron, marble, limestone, salt, tin, tantalite, uranium, gold and other precious metals (Uya, 1992 cited in Ekpo, Chime & Enor, 2016). Based on her material and human potentials, Nigeria should be a safe haven for its citizens and investors. The standard of living of its average citizens should be among the highest in the world with low poverty and illiteracy. Unfortunately, the reverse is the case! Particularly, the Niger Delta is the hub of oil and gas production in Nigeria, accounting for about 80% of total government revenue, 95% of foreign exchange and over 80% of national wealth. The oil industry in the Niger Delta is dominated by multinational companies such as Chevron, Texaco, Exxon-Mobil, Total, Agip, Shell Petroleum Development Company, ELF, and the Nigerian National Petroleum Corporation (NNPC). Presently, there are over 600 oil fields, 5,284 onshore and offshore oil wells, 10 export

terminals, 295 flow stations, 4 refineries and a liquefied national gas project (Lubeck, Watts & Lipschits, 2007).

However, Nigeria's Niger Delta has been a theater of conflicts linked to oil. Although oil, which accounts for 85 percent of federal revenues and 95 percent of foreign exchange earnings (Obi, 2010:473), is mainly produced in the Niger Delta, the region lacks development (UNDP, 2006). This paradox triggered conflicts which began in the 1970s and community agitations against transnational oil companies (TOCs). The issues in contention were environmental pollution, payment of compensation for properties destroyed by oil production activities, and provision of basic social amenities such as potable water, school buildings, health facilities, and the security of livelihoods. From community agitations in the 1970s, the conflict was transformed to full blown insurgency in 2005 (Watts, 2007), as militia groups, which emerged to make political demands such as resource control and self-determination engaged the Nigerian security forces in armed confrontation (Wapmuk, 2012).

Certainly, the security threats from this region became worsened due to the inability of successive governments over the years to show political and practical will to mitigate the sufferings of the people. Rather than demonstrating high level of responsiveness to assuage the fears and agitations of the people occasioned by the deplorable environmental conditions and capitalists posturing of the political elites and the multinational companies, the Nigerian government exhibited high-handedness by employing military options to subdue the agitations in the Niger Delta region.

Thus, this enabled the militant groups in the region to give credence and moral justification to their acts of criminalities and economic sabotage, and consequently elicited relate support from the local communities. In fact, various narratives on the Niger Delta violence have alluded to the fact that the massive disruption in oil production by the Niger Delta militants has been attributed to feelings of relative

deprivation arising from environmental degradation, socio-economic deprivation and poverty (Nwachukwu, 2004:13). Hence, the study intends to unveils the impacts of oil bunkering in the Niger-Delta region on the Nigerian state, and in what ways and manners that the Nigerian government has offers a strong enabling environment for the large scale theft of crude oil.

The specifics of who steals oil are elusive, even in Nigeria. A typical large-scale theft network has facilitators, operations and security people, local and foreign transport, buyers and sellers, and a range of opportunists. Top Nigerian officials cut their teeth in the oil theft business during military rule. Over time, evidence surfaced that corrupt members of the security forces were actively involved. The country's return to democracy in 1999 then gave some civilian officials and political 'godfathers' more access to stolen oil (Maduegbunam, 2008). Therefore, the crux of this study is the examination of oil theft as a dimension of corruption and it impact on national development in Nigeria.

Niger Delta Region and the Agitation for Justice

The Niger Delta covers an area of well over 70,000 square kilometers, covering the greater part of the South - South region and some part of the South East region of Nigeria. It derives its name from the River Niger and is one of the world's largest wetlands and Africa's largest delta. The Niger Delta is one of the largest deltas in the world, probably the third largest on earth. The region is regarded as one of the nine most difficult deltas of the world comparable to the Mekong, the Amazon and the Ganges. It is situated in the central part of southern Nigeria. It lies within latitudes 4 degrees north to 6 degrees north, and longitude 5 degrees east to 8 degrees east (Azaiki, 2007: 1; World Bank Report, 1993: 1; Lie & Akukwe, 2001 cited in Nwogwugwu, Alao & Egwuonwu, 2012). The area has a population of about twenty five million people, according to the 2006 National Census Figures (National Bureau of Statistics, 2006) and more than forty ethnic groups with links to the linguistic groups of Ijaw, Edo, Igbo, Efik, Ibibio and Oron. It is rich in both renewable and non-renewable natural resources such as oil, gas, bitumen, etc,

accounting for 95% of the total revenue for the Nigerian government, generated from oil and gas exploration and 80% of national wealth (Brisibie, 2001: 1; Tell, 2008: 33). The NDDC ACT (2000) recognizes nine states, namely; Abia, Akwa - Ibom, Bayelsa, Cross River, Delta, Edo, Imo, Ondo and rivers as comprising the Niger Delta. These are the states geographically characterized predominantly to an extent with deltaic features (Kimiebi, 2010).

Prior to the discovery and exploration of oil and gas resources in the Niger Delta region, the primary occupation of the people was fishing and farming. Unfortunately, years of oil exploration and exploitation by the Oil companies, has destroyed the subsistence economy of the people. Testimonies from various quarters lend credence to the claim that environmental degradation occasioned by oil spillage has made life extremely difficult for the local people. The destruction of farmlands, fishponds and rivers had radically altered the economic life of the once self-reliant and productive region for the worst. The region is unique in the Nigerian state based on the fact that it is naturally endowed in abundance with oil and gas which have continued to be the mainstay of the Nigerian economy. However, in the same measure, it has equally continued to be a source of security threats to the Nigeria state. The area is further reputed for accounting for over 90 percent of Nigeria's known oil and gas reserves (Hazan & Horner, 2007:15), which in turn translates to nearly 80 percent of total government revenues, with the estimation that oil has generated over $600 billion for the country since the 1960s (Wurthmann, 2006). Irrespective of the fact that this region generated the substantial wealth upon which the federating states and the central government are being sustained. Paradoxically, it has suffered grievous neglect by both the Nigerian state and the oil companies prospecting in the area as seen in the lack of development, environmental damage, violation of the rights of the people, as well as the emergence of violent conflicts, militancy, among others (Okafor, 2017:440). In this regard, the UNDP (2006) report succinctly noted:

> … that social instability, poor local governance, competition for economic resources and environmental degradation have taken a toll of the region … The Delta today is a place of frustrated expectation and deep-rooted mistrust … where long years of neglect and conflict have fostered a siege mentally.

Many years of military and authoritarian rule further deepened the economic crisis and impoverishment of the region. The emergence of the late Ken Saro-wiwa led Movement for the Survival of the Ogoni People (MOSOP), a group formed in 1990 and the struggled led by the group internationalized the Niger Delta situation. The MOSOP adopted the non-violent approach in its struggle to seek redress for the environmental degradation of Ogoni land. It drafted the Ogoni Bill of Rights (OBR) and presented it to the Nigerian government, demanding for rights to representation, religious freedom and the right to protect their own environment. It was in the setting up of MOSOP and the pursuit of its goals that the youth in the region emerged as a distinct force (Obi, 2006:25).

Despite their commitment to the principle of non-violence, the military regime initiated a major and violent crackdown on them, with arrests, burnings, lootings and execution following the murder of the 'Ogoni Four' in May 1994, the military arrested MOSOP members including Ken Saro-Wiwa. The 'Ogoni nine', as they were later known, were held in detention without charges until February 1995, when they were accused of incitement to murder. The four Ogoni elders were tried and executed on 10 November, 1995. After the killing of Ken Saro Wiwa by the General Sanni Abacha led - military government, many members of the Ogoni youth were targeted. This and their arrests and detention served to reverse the Ogoni revolution from its non-violent posture. The hanging of Ken Saro-Wiwa indicated clearly that the non-violent approach could not be relied upon to persuade the state and the OMNCs to proactively engage with the Niger Deltans on

the salient issues of environmental degradation, neglect, politics of exclusion and other forms of injustice imposed on the region (Wapmuk, 2012).

Following the death of General Sanni Abacha in 1998 and Nigeria's return to democracy in 1999, the youth in the Niger Delta formed armed militant groups for the purpose of advancing the cause of their region. For instance, the Ijaw Youth Council (IYC), a youth led movement, inspired by the Isaac Boro led Niger Delta Volunteer Force (NDVF), declared in the Kaiama Declaration that: "All land and natural resources within the Ijaw territory belong to Ijaw communities and are the basis for our survival." Some of the militant Ijaw youth groups, such as the Egbesu Boys of Africa (EBA), had engaged the Nigerian Military in guerilla like operations. Several other militant groups that sprouted across Niger Delta adopted a militant posture to the struggle in the region. These included amongst others: the Niger Delta Peoples Volunteer Force (NDVF), Federated Niger Delta Ijaw Communities (FNDIC), Niger Delta Vigilante (NDV) and Movement for the Emancipation of the Niger Delta (MEND), Coalition for Militant Actions in the Niger Delta (COMA) and Martyrs Brigade (MB). Some of the militia groups were community and warlord based; they include Ijaw freedom fighters, Mobutu Boys, Niger Delta Freedom Fighters, the Atangbata Youths, the One More River to Cross Youth, the Alagbada Youth of Kombo, the Tomgbolo Boys (Osaghae, et al. 2007). Among these groups, the Movement for the Emancipation of the Niger Delta (MEND), Coalition for Militant Actions in the Niger Delta (COMA), Martyrs Brigade (MB) and the Joint Revolutionary Council (JRC), which was later constituted by the NDPVF, MEND and MB, became more prominent (Ikelegbe, 200100:42).

The Niger Delta crisis relates to the agitation over the exploration, control and management of the rich petroleum resources from the region. Nigeria has jettisoned other sources of revenue since the discovery of petroleum in Oloibiri in 1956, resulting in the overdependence on the revenue from petroleum, which provides over eighty percent of the Federation's annual revenue (Ibeanu, 2000:21). Although, the Niger Delta agitation has characterized Nigeria's post-independence

political history, its violent component escalated during the protracted period of military rule and into the Fourth Republic between 1999 to date with series of violent activities, including youth restiveness, militancy, kidnappings for ransom, pipe vandalism, oil bunkering, operations of illegal refineries, and bombings (Gwaza, 2017:292-293).

It is paradoxical that despite the abundant wealth the region parades, which happen to be the fiscal basis of the Nigerian state, majority of the people in the Niger Delta live in a state of chronic want. The region epitomizes one of the extreme situations of poverty and underdevelopment in the midst of plenty. Infrastructural development is very low, while poverty and unemployment levels are very high. The poverty level is about 80 percent, and unemployment level ranks 70 percent. Access to basic social amenities is very limited. For example, over 80 percent of the coastal or riverine communities' source water for drinking, cooking and other domestic uses is from polluted rivers, streams and lakes that are equally used for disposing of human and other forms of waste. The upland communities largely drink from shallow wells that are contaminated. Indeed, the Niger Delta falls below the national average, in all measures or indicators of development (Ibaba, 2005:13-14).

Testimonies from various quarters lend credence to the claim that environmental degradation occasioned by oil spillages has made life extremely difficult for the local people. The destruction of farmlands, fish ponds and rivers had radically altered the economic life of the once self-reliant and productive region for the worst (Okonta & Oronto, 2001:108). For instance, the consumption of food and water from this poisoned environment has led to the emergence of new diseases that are devastating to the health of the people of the region. The result of this is poor fecundity and lower life expectancy in the Niger Delta. Recent studies in two core Niger Delta states in Nigeria: Bayelsa and Delta shows that, there is one medical doctor for every 150,000 inhabitants. Oil has wrought only poverty, state violence and a dying ecosystem (Okonta, 2005). Inspired by the existential realities in the

region, certain segments of the Niger Delta populace began to make demands on the Nigerian state and multinational oil companies operating in the area to better their lot. But, instead of redress, the people were visited with state violence, repression and brutalization. The invasion and occupation of Niger Delta communities such as Umuechem, Ogoni land, Opia, Tombia, Kaiama, Soku, Odi, Odioma, Agae, Gbaramatu and Oporoza etc by the Nigerian Military captures reality. Therefore, it is not surprising that the consciousness of exploitation, marginalization and disempowerment has made the Niger Delta a region of deep rooted frustration, hence the escalating crisis (Paki & Ebienfa, 2011:135).

The closing decades of the 20th century marked a historical turning point in oil-induced violence in the Niger-Delta region of Nigeria. During this period, the region had seen various forms of violence, bloodshed and criminality perpetrated by armed groups, which became fostering sores on the thumb of the Nigerian state, oil corporations and their host communities. Though, violence and armed struggle in the Niger Delta is not entirely new, the mushrooming of heavily armed militias, cults and criminal syndicate groups in the oil-rich region in the last decades of the 20th century posed the gravest threat ever in post-civil war Nigeria. The outbreak of war in the region coincide with the return of Nigeria to civil rule in May 1999, under President Olusegun Obasanjo. The Obasanjo administration, which was initially predisposed to dialogue, changed course of account of the loss of oil rants, the carnage, and the likelihood that the Nigerian state might disintegrate. The administration introduced and pursued a simultaneous carrot and stick strategy, reflected by the implementation of a 13 percent derivation revenue allocation principle and the establishment of the Niger Delta Development Commission (NDDC), with increased development projects and the deployment of military troops to crush the rampaging armed militia groups. Inspite of these measures, the tendency to warfare in the Niger Delta region did not change from what it was before the return to democratic governance in May 1999 (Osumah, 20013:245).

Illegal Bunkering in the Niger Delta Region

The crisis is the most complex of all threats to peace and democracy in recent times because of the overdependence of the country on oil products and the internationalization of the crisis. According to Asuna (2009:1):

> … a significant amount of oil is being regularly stolen through collusion between militant groups, corrupt politicians, and other officials and the proceeds from the sale of this oil has financed a steadily increased sophistication of arms flowing to the militant groups. These groups are now capable of attacking offshore oil installations as well as onshore ones, and even attacking neighbouring countries.

Wilson (2001) observed that the presence of arms and gang groups in the region encouraged oil thelt in the region. The politics of arms struggle and resource control for survival in the region gave rise to oil pipes vandalism and oil theft. With the heavy arms in the possession of the youths, they use same to attack the oil company security personnel and state security agents to enable them invade oil installations and carry out their desired oil theft and this account for incessant kidnapping activities in the region. However, the presence of some international communities and illegal foreign crude oil traders along the Nigerian high waterways provide available markets for the stolen oil from Niger Delta. Today, many institutions from different countries such as Liberia, U.S.A, China, Europe etc are parading Nigeria high seas with the prospect of buying stolen oil from Nigeria, thereby providing markets for the stolen oil and encouraging the oil theft in the region. The presence of illegal international crude oil marketers provide opportunity for large-scale oil theft at the fields and export terminals. This is established in Asuni (2009). Oil theft is not a business of a single individual in the region. It involves different parties at different time.

The collaboration between the state security agents responsible for the security of oil installations and personnel, the government officials involved in the sales and export. Oil theft actors are all those who are involved in and or aid successfully, the activities of oil theft in Nigeria. Katsouris and Sayne (2013) hold that Nigerian crude oil products are stolen in large scale, and exchanged for heavy arms or exported illegally to overseas, with few of the quantities consumed locally. Oil theft is carried out at different levels and quantities. The study further identified three types of oil theft in Nigeria, with different persons and groups (actors) involved in the exercise. Indeed, the organization of the bunker market trade in the Niger Delta region is a replication of what is whole. The Niger Delta as a matter of fact is the centre of action for all bunkering activities in the country. This is because it accounts for over 90% of crude oil and gas in the country unlike in the developed world where bunkering trade is properly organized with traders, brokers and buyers performing separate roles, these are clearly absent in the region. The root cause of all these is the lack of ocean governance and monitoring by those expected to be in charge. It is sad and disheartening to note that the DPR who are supposed to be in charge of the monitoring the activities are not just empowered to do their work. Proposals and memos submitted to the federal Government on the way forward have not been attended to and the resultant effect is for the DPR to close her eyes and allow illegal bunkerers have their way. Licenses for operation of the bunker trade were last issued and renewed in 1999. It therefore means that those who has been masquerading as legal bunkerers have been doing so illegally.

According to Braide (2001) the illicit bunkering in the Niger Delta has been a source of international business deal whereby a new form of syndicated criminal proclivity is thriving in the form of illegal oil bunkering. Dr. Braide further stated that Nigeria losses about US$ 1 billion per annum as a result of illegal bunkering. He said that between 100,000 and 130,000 barrels of crude oil are lost daily with an international market value of about US $ 6 million daily. This according to him is the equivalent of a very large 95,000 metric tonnes crude oil tanker hijacked

every week, right under the watchful eyes of the security men. The Elendu reports by Cary K. Bush culled from an internet article titled: “Nigeria Another Crisis of Governance” alleged that every day the Nigerian economy loses between 150,000 and 320,000 barrels of oil. These are stolen by "bunkerers" who have small tankers which load the oil in the Delta and transship this stolen oil to offshore tankers which deliver this stolen to other West Africa states. Further, inland, illegal tanker trucks load their stolen oil and refined products and drive these into neighbouring countries for black market sale. All the current market price of about $100 per barrel, this amount to a leakage of around $ 15m to $32m a day and this would amount to $11,680 billion a year. Particularly, the illegal bunkering is rife in places like Port Harcourt, Warri, Okrika, Bonny, Akassa and Soku. These are major loading points for the international market. There are many other key sites for illegal bunkering in the more remote areas of the swamp such as Jones Creek and Cawthorne Channel.

The pipeline vandalization and other activities associated with illegal oil bunkering take place in far more diverse areas throughout the Niger Delta. The vast majority of the oil bunkered illegally is destined for the international market but other products such as condensate and refined petroleum can be sold locally. Some direct uses for crude in local industry have been identified, ensuring the existence of a local market, but this cannot utilize the vast amount of crude oil stolen daily and hence the key to the operation is export. The poor state of Nigeria's oil refineries ensures that a significant amount of the exported oil is then imported back into Nigeria, at considerable cost to the country. Indeed, the illegal bunkering of oil in the Niger Delta is widespread and conducted in a surprisingly open manner. Asari Dokubo, leader of the Niger Delta People's Volunteer Force (NDPVF), is often linked with illegal oil bunkering. He claims that there is nothing wrong with him or other Ijaw people carrying out the business of illegal bunkering because the oil belongs to the Ijaw people. He contends that it is in fact those who are awarded oil lifting licenses that are illegitimate dealers because of what he describes as the

climate of conspiracy and corruption surrounding the whole business. With arguments like this illegal oil bunkerers try to rationalize their involvement in a clearly criminal activity. Licenses to "lift" crude oil (take from the terminal and sell) are not awarded under clear and transparent rules and are often used to gratify political cohorts and friends and associates of leading politicians. The Nigerian National Petroleum Company (NNPC) receives an average of 57 percent of crude oil produced in Nigeria. It has a right to dispose of crude as it wishes. The Government appoints agents to sell its crude oil. These agents are awarded a license to "lift" a defined volume of oil per month and sell it. Illegal oil bunkering is not always totally unrelated to the daily process of lifting legally bunkered oil. There is a strong suggestion that some of the legally approved oil lifters are also involved in illegal oil bunkering. It has long been suspected that legally approved oil lifters take more than.

Another dimension to the issue was that stated by a ship owner and active stakeholder in the industry, Chief Isaac Jolapamo (president of ISAN) who in a presentation before the House of Representatives panel probing the NNPC, stated that there are about fifteen (15) vessels roaming the Nigerian waters doing illegal bunkering. These unregistered vessels are patronized by the NNPC, PPMC and other independent oil marketers who steal the nation's wealth. According to Jolapamo, these vessels and their customers engage in round tripping with refined and oil and stolen crude oil which they sell at rock bottom prices at the international market. He also alleged that the bunkering vessels change names and random in a bid to beat coastal surveillance by security agents. According to them, these clandestine activities cost the nation about $100 million daily. The Elend (2014) reports also stated that three Nigerian banks over being investigated for allegedly funding illegal bunkering activities. They funded the recently exposed MT Africa pride bunkering activities to the tune of $15 million. The banks reaped supper returns on their investments. According to a senior US Department of Defense official with oversight in the Niger-Delta, he said that "illegal oil bunkering is extensive,

pervasive - its part of the culture". The same official stated that the total national theft is much greater than 200,000 barrels a day and by today pricing it is a loss of about $8.03 billion annually. In all, illegal bunkering signifies a huge financial loss to the nation and invariably this has implication for low development of infrastructural amenities.

Theoretical Framework

Within the context of the oil theft and bunkering in Nigeria, the Marxist Political Economy Theory have been found very appropriate to explain the problem investigated by this study. The choice of the theory is influenced by the fact that, it scientifically studies the society as a whole and takes into consideration the interconnection of the social relations, class conflict and the organic relationship between the substructure (the economy) and the superstructure (politics). The approach is seen as a window to understand the laws that govern economic life of the society. It explains the relationship between what man produces and how he benefits from the surplus he produces. Ake (1981) posits that a major advantage of this approach is that, it emphasizes the relatedness of social phenomena, exposing the links between the substructure and the superstructure. Furthermore, the approach helps to penetrate deep into the processes and policies, lay bare their essence and then explain concrete forms of their manifestation. As Marx & Engels (1977) puts it, the history of all hitherto existed society is the history of class struggle.

Thus, the class analysis framework of the approach best explains the endemic struggle between the exploiters (the multinational oil companies and government) and the exploited (the Niger delta people, including the militant groups). Marxists hold that the dominated, exploited and marginalized groups, which paradoxically generated or bears the burdens of creating resources seeks to change the *status quo* when it becomes conscious (Libman & Borisox, 1985; Marx & Engels, 1977; Luckac, 1968). Therefore, militancy in the Niger delta region is attributed to the consciousness of exploitation being perpetrated against the people, and the

struggle to change the *status quo*. This struggle has also created a state of insecurity which has by extension affected Nigeria's economic growth, because of the monolithic nature of the national economy.

Factors Fueling Oil Bunkering in the Niger-Delta Region

Oil bunkering thrives in a climate of instability, conflict, and political chaos. Nigeria offers the perfect operating environment. A large, densely populated, and highly heterogeneous country of approximately 140 million people, Nigeria is a complex mixture of peoples and religions, all of whom have competing claims on an inefficient and corrupt government. There are approximately 350 ethnic groups and the population is divided evenly between Christians and Muslims. Since winning its independence from Britain in 1960, Nigeria has spent more time under military than civilian rule. Democracy has theoretically prevailed since 1999, under the stewardship of the Peoples' Democratic Party (PDP) and now All Peoples' Congress (APC). In reality, informal patronage networks define the political system. Elections have been marred by brazen vote rigging, intimidation, and violence. Although overall standards of governance have improved, Nigeria's economic development continues to be held back by corruption and political instability. Nigeria has traditionally been ranked among the most corrupt countries in the world, according to Transparency International's Corruption Perceptions Index.

The Niger Delta has a long history of militant activity dating back to and beyond the discovery of oil in Bayelsa State in 1956. The Movement for the Survival of the Ogoni People (MOSOP) led by Ken Saro-Wiwa, which flourished for a short period in the early 1990s, was the most celebrated example. In the past couple of years, the mantle of resistance against the federal government has been taken up by the Ijaw people, the region's largest ethnic group. Organizations such as the Ijaw National Congress and the Ijaw Youth Council sought to nurture a sense of Ijaw nationalism and have demanded from the government a fairer share of the wealth.

The fight for control illegal bunkering opportunities has also significantly established the violence in the Niger-Delta region and worsened the human rights abuses suffered by its people. The economic cost of these abuses cannot be easily quantified. An NNPC report had estimated that between 1998 and 2003 there were about four hundred vandalisation of the on the company facilities each year. In seven years these attacks have cost the government $6.8 billion in lost oil revenue. The multi - billion dollar oil industry in the Niger- Delta is however a mixed blessing to its people as many do anything to show for it. It is not surprising that a daring IMF Report had stated that "Oil did not seem to add to the standard of living and could have contributed to a decline in the standard of living". There has been a high rate of militancy and insecurity in the Niger delta starting from 2006. This can be attributable to several factors including the marginalization of the peoples of the Niger delta, environmental degradation, bad governance and inconsistent policy framework, and the divide and rule policy of the oil companies. There are several factors which encourage illegal bunkering in the region. Many factors have been adduced to be responsible for oil bunkering in the Niger-delta region. They include:

The Niger Delta terrain where the bunkerers carry out their activities is surrounded by water and the usually have a field day with their sophisticated weapons and mastering of the interlocking rivers. Some naval officers who attempted to arrest these criminals were shocked at the number of hours the illegal merchants spend underneath the waters and at the dexerity displayed when navigating the barges and ships used to cart away oil stolen from oil installations. Another factor which aids illegal bunkering in the region was the opinion given by Captain Abiodun Omoteso in the interview granted on shipping position in the weekly magazine of Monday 2 January 2008 (Vol. 1 No 12). He had stated that over 80% of the 60-70 vessels that are always lying idle at the coast in Port Harcourt waters are unregisters tankers looking for brisk business. He said that because the new IMO regulation had placed ban on single hull tankers they cannot operate in US, Europe or even South Africa. So instead of their owners getting rid of them they bring them to

Nigeria waters and just anchor them. Such vessels usually have about 4-5 man crew and they will be waiting for brisk business like smuggling and illegal bunkering. They simply sneak in and sneak out. They do not have the right to be in our waters and everything they do is totally illegal.

Again, another factor encouraging oil theft is the poor quality of the oil pipeline infrastructure and their close proximity to human habitation. These pipelines are old and need to be replaced. But the NNPC had refused to change them. It is easier for the vandals to easily puncture the pipelines because of their condition. The non - prosecution of illegal bunkerers appears to also encourage them rather than be a deterrent. According to a report by the leadership newspaper of 18th September 2007 the Nigerian Navy had stated that they only arrest but do not prosecute illegal oil bunkerers. The Nigerian Navy had stated that in between 2004 to 2007, they had arrested 236 ships, tugboats, barges and canoes engaged in crude oil theft, gun running illegal bunkering and other vices out of these, none was prosecuted.

Marginalization, abject poverty and massive unemployment is another factor identified. The Niger Delta communities have remained grossly socio-economically underdeveloped and pauperised amidst the immense oil wealth owing to systematic dis-equilibrium in the production exchange relationship between the state, the Trans-national companies and the people. Enormous money had been derived from oil export but the area has been subjected to severe land degradation, socio-economic disorganisation, increasing poverty, misery, military occupation and bloody violence (Pegg, 1999).

Oil extraction has impacted most disastrously on the socio-physical environment of the Niger Delta oil bearing communities massively threatening the fragile subsistent peasant economy and bio-diversity and hence their entire social livelihood and survival is practically difficult is not impossible. The oil producing communities have basically remained dependent and underdeveloped, persistently dis empowered, socio-culturally marginalised and psychologically alienated. The wealth

derived from oil resource exploitation and exports benefit directly only the operators of the oil industry and the bureaucrats in government (Owabukeruyele, 2000). Ejibunu (2007) posits that 'the discovery of oil in the Niger Delta region in 1957 triggered a chain of events that has led to the political and economic marginalization of the inhabitants.

Worst still, despite over forty years of oil production in Nigeria and hundreds of billions of dollars of oil revenue (Oronto, et al 2003), the inhabitants of the Niger delta region especially the riverine (creeks) remain in abject poverty. Poverty level is about 80% while unemployment level is about 70%. They live without even the most basic amenities such as pipe-borne water and electricity (Ibaba, 2005). Mukagbo (2004) opines that "in the Niger Delta, scenes of abject poverty pervade the area, very similar tc what you find in a refugee camp". The distribution of resources from the federation account has been another source of marginalization for the Niger delta. Prior to 1999, the allocation to the Niger delta from the federation account of revenues from oil, decreased progressively as Nigeria became more dependent on oil. In 1960, the allocation was 50%. then down to 45% in 1970, declining to 20% in 1982, down to 3% in 1992. It was raised to 13% following persistent agitations from the Niger Deltans (Ikelegbe, 2006).

Impact of Oil Theft on the Nigerian State

The impact of oil theft is serious and very harmful. They include the following factors:

Loss of human and material resources: Some people benefit from the activities and proceeds of the oil theft in the region, including the actors and non - actors, but many (including individuals and the state) suffer losses from the oil theft. Both the actors and non-actors loss their lives and properties worth billions of naira to oil theft activities, either during a gun battle between the host community youths, militants and state security agents while siphoning the crude oil from the oil pipelines and well heads, or in a fire disaster during the local refinery work by the local oil

criminals. In the process, Nigeria records severe loss of lives and properties, as the casualties include the militants, the youths, the properties of the natives of the host communities, security agents, and oil company personnel and installations, as was observed in Rumuekpe, Bele, Obele-Ibaa, Ogbakiri etc communities of Rivers state.

Impact on flow of foreign investments: Illegal bunkering has impacted negatively on the Foreign Direct Investment (FDI) inflow into the country is getting leaner, and international oil investors are diverting to cheaper/safer environments, due to the incessant violence in the region. This has affected the region negatively, as it is denying the Niger Delta the chance for more investments that can provide jobs and boost local economy (Okah, 2010). Analysts have identified insecurity in the Niger Delta and weak fiscal policy as key reasons why investors are beginning to leave for more stable business opportunities in Africa (Harper, 2009). An ominous sign for Nigeria's production is slumping international investment. Foreign direct investment, mostly in the petroleum sector, sank to $5.85 billion last year from $13.96 billion in 2006, according to a recent United Nations report (Swartz & Connors, 2010). In a survey of the most attractive economies for the location of FDI, 2007-2009 carried out by UNCTAD at the end of 2006, Nigeria was listed as the 40th most attractive economy for the location of FDI (UNCTAD, 2007), this placed Nigeria in the fourth position in Africa, behind South Africa, Egypt and Morocco. The reality at the end of 2009 has proved those projections wrong. The inflow of Foreign Direct Investment into the Nigerian economy in 2009 was $8.28 6bn. This figure was $4.72bn lower than the $13bn generated by Angola within the same period (Ezekiel, 2010). As at the end of 2010, the inflow of FDI to Nigeria according to the World investment report produced by the United Nations Conference on Trade and Development (UNCTAD) had further declined to $61.bn. (Williams, 2011). The impact of militancy on the inflow of foreign direct investment is brought out in graphic detail in the treatise of Timi Alaibe, who posits that; By January 2009, militancy in the Niger Delta had virtually crippled Nigeria's

economy. Investment inflow to the upstream sub - sector of the oil industry had dwindled remarkably.

Exasperated foreign investors had begun redirecting their investments to Angola and Ghana as preferred destinations over Nigeria. At that point Angola surpassed Nigeria as Africa's highest crude oil producer. This dwindling investments in the critical oil and gas sector threatened Nigeria's capacity to grow its crude oil reserves as planned .... Clearly, insecurity in the Niger Delta was identified as key reason why investors were leaving for more stable business opportunities in Africa. For example, due to militant activities in the Niger Delta, Royal Dutch Shell by early 2009 saw its production drop from one million barrels per day (bpd) to about 250,000 bpd. ... Sabotage, oil siphoning rackets and kidnappings of oil workers by suspected militants further threatened the operations of the oil companies and exerted immense pressure on the Nigerian economy (Alaibe, 2010). The impact of militancy on the inflow of foreign direct investment is brought out in graphic detail in the treatise of Timi Alaibe, who posits that:

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Fall in oil revenue to Nigerian State: The force majeure declaration has resulted in a fall in oil production capacity in Nigeria, with its basic effect on fall in oil export revenue to the state, while a significant proportion of the generated oil revenue is spent on security and environmental pollution challenges in the region, thereby reducing the revenue base of the state. In 2013 alone, Tumini Green (2013) states that daily crude oil production suffered a set-back and staggered between 2.1 million bpd and 2.3 million bpd as against the oil production estimate of 2.48million bpd, with its implication on the fall of crude oil revenue in the first quarter of the year, 2013 to $1.23bi. This trend has continued with its attendant effects on the state, as the Federal Accounts and Allocation Committee (FAAC) has funds to share to various tiers of the government during her allocation meetings, resulting in the inability of the various tiers to pay staff salaries as at when due and pursue other development agenda. Bello (2013) adds that due to the short fall in oil revenue, government finds it difficult to fulfill some of her basic responsibilities to the citizens.

Increase in Fire arms and ammunition: Importantly, oil theft or oil bunkering has contributed significantly to the proliferation of small arms and light weapons in the region as well as the threat to national security in Nigeria. It has been revealed that a day's worth of illegal oil bunkering in the Niger Delta (at 100,000 barrels and USD15/b) will acquire quality weapons to sustain months. Illegal weapons and oil bunkering thrive on each other in that while oil bunkering makes money readily available to acquire sophisticated weapons through black market networks, access to firearms facilitates brazen oil bunkering activities. This has led

to the attraction of a swarm of illegal oil buyers and arms dealers to the Gulf of Guinea coast off Nigeria, making the Niger Delta highly volatile. More often, the shadowy foreign partners supply arms in exchange for cash or stolen oil. It provides the armed groups with enormous financial resources and better networks, which in turn enables them to acquire not only weapons but also more and better-quality weapons, making it possible for them to overpower rival groups and use them as proxies. Indeed, many security personnel and law enforcement agents assigned to police the region have lost their lives in the hands of these vandals through the sophisticated weapons in their possession.

The size of the theft requires resources far beyond the reach of local inhabitants or the unemployed youths as it requires strategic support. Powerful interests and highly placed individuals are deeply involved in illegal oil bunkering. Oil moved on barges and ocean vessels requires at least the tacit approval of some top officers of the Army and Navy and the former militants paid to guard pipelines, boats with massive tanks, vessels, imported arms and ammunition, are beyond the reach of the poor. They are obviously supplied by the rich who stay in their mansions and expect returns from the boys on the field. Similarly, the United Nations Office on Drugs and Crime (UNODC) stated that:

> Bunkering and related activities are facilitated by widespread corruption. Uniformed officers get their cut for providing information, looking the other way, or actively protecting the bunkerers. Employees of the state oil company can also cash in on their positions by supplying information and access. Even the beleaguered farmers and fishermen who can no longer support their families on the oil-tainted land can profit from the odd compensation claim. Local communities can also be "settled" for allowing bunkering to occur on their land.

This partly accounts for the failure of the government to effectively tackle the problem. Steps must be taken to tackle corruption among security personnel that are supposed to check the illicit trade.

Amnesty Programme: Militating Approach to Crisis and Oil Bunkering

The government and IOCs have tried several measures to check illegal bunkering but to no avail. These include: criminalization, advocacy, pipeline surveillance, and the deployment of the armed forces (JTF). Why have these initiatives not yielded tangible results? The answer is explored in the study. The problem is not the initiatives, but their implementation. Government has not tried hard enough as it has hardly made any sustained effort to faithfully implement its own initiatives. Corruption in the anti- bunkering agencies which aid and abet oil theft, influence-peddling and weak judicial mechanism that impede the successful prosecution of arrested suspects, have combined to undermine government's struggle against illegal bunkering. A crucial omission in this struggle is the failure to effectively address the fundamental socio-economic grievances of the oil-producing communities. As noted, the majority of those involved in illegal bunkering and artisanal refining do so because they are jobless and do not have alternative means of earning a living. Since stolen oil represents an insignificant fraction of global oil trade and oil theft is largely regarded abroad as a peculiar Nigerian problem which does not threaten the world economy and international security, a concerted international action to combat the problem cannot be expected.

By mid-2006, the region had entered a new era, with heightened forceful occupation of flow stations, pipeline vandalism, kidnapping of oil managers, bunkering (oil theft), shelling and exchange of artillery fire, clashes between heavily armed militias and retaliation by armed forced. The momentum that had been generated prompted President Umaru Yar'Adua's administration in June 2009 to announce an amnesty offer to all militias in the region as a strategy for restoring peace (Osumah, 2013:245). Specifically, in order to fulfill the vision and mission of the Niger Delta Development Commission, Yar'Adua government included Niger Delta

Master Plan, abandoned during the previous regimes, and it became a good ingredient for proper and long term development of the region. Speaking at the meeting with the Governors of the region and the Board members of NDDC on September 28, 2007 in Abuja, late Yar'Adua said "we believe that if the Master Plan is implemented, it will completely transform the region and will remove all issues that brought about contentions and agitation (cited in Amaraegbu, 2011:210).

It is instructive to recall that the Amnesty programme in the Niger Delta region was unveiled on 25th June, 2009 by late President Umaru Yar'Adua and it ran from 6th August to 4th October 2009 (a period of 60 days). The government hinged the programme on the willingness of the militants to give up all illegal arms in their possession; a complete renunciation of militancy in all its ramifications, and deposition to an undertaking to this effect (Onuorah & Ebiri, 2009:1). For national cohesion, the government implements a Demobilization, Disarmament, Reintegration and Rehabilitation (DDRR) programme in the region. This programme primarily consisted of a declaration of Amnesty for all Niger Delta Militants was in exchange to surrender of their arms and ammunitions within a 60-day period (from August 6 – October 4, 2009). The declaration allows all militants that complied not to be prosecuted for the crimes committed during the agitation that was capable of crippling Nigeria's oil industry. The government established trainings on various vocational skills both at home and abroad and also to secure gainful employments for them on completion of the trainings and become reintegrated into the society, coupled with payment of a monthly stipend of N65,000 to each ex-militant (Dode, 2010).

By official account, about 15,260 militants surrendered their arms at the various disarmament centres and on the whole, a total of 26,760 guns of different types, 287,445 rounds of ammunitions, 18 gun-boats and 1090 dynamite caps were surrendered (Daily Champion, October 27, 2009). Reacting to this, the then Nigerian Minister of Information and Communications, Professor Dora Akunyili, maintained that:

> … the success of the offer represents a major breakthrough in government efforts to bring peace and development to the region (The Guardian, 28 October, 2009)

Conclusion and recommendations

Illegal oil bunkering signifies great danger to the Niger delta region in Nigerian state as it has reduced in the wealth of the nation. As a result of dwindling funds, less funds are available for developmental purposes, such as education project, health and among others. Also, this problem has its roots in corruption, lack of regulatory frame work which often facilitate the illegal business of oil bunkering to triumph.

Based on the findings of this study, the following recommendations are made:

1. Federal Government should encourage corporate social responsibility in the region and manage the sustainable development programmes and activities in a logical manner.
2. The oil companies should be better educated to have better attitude toward the host community, completely devoid of arrogance.
3. Extensive re-orientation, sentisation and education prorgamme for the youths to change their perceptions to bunkering so that they too can contribute meaningfully their community and Nigeria at large.
4. Strengthening the Legal Process by combating corruption and ensuring effective enforcement of the law against oil bunkering in Nigeria.

5. Strengthening Enforcement Regime by setting up the Rapid Intervention Force (RIF) to combat illegal bunkering.

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MARGINALIZATION OF MINORITIES AND THE RISE OF VIOLENCE IN AFRICA, THE NIGERIA EXPERIENCE

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Abstract

Africa, with the most genetically diverse people on earth has 3,000 distinct ethnic groups with about 2,000 languages. The most populous and politically influential nation in it is Nigeria, with about 200 ethnic groups. In order to ensure unity and national integration, its constitution promises its citizens equality in all aspects. Every person must be treated equally in the eye of the law and society. However, the reality is different as some sections of the country particularly, the minorities feel marginalized and have expressed same in violent ways. This study investigates public perception of the marginalization of the minorities and their resort to violence. A combination of both the qualitative and quantitative techniques was employed to collect data from one thousand, two hundred respondents. A descriptive analysis of the quantitative data collected was undertaken, using frequency distribution while the qualitative data were content analysed. Findings from this study reveal that the minorities in Nigeria feel marginalized and express this through violent related actions. The state therefore needs to put mechanisms in place to ensure equality in all aspects as entrenched in its constitution. This is with a view to boosting the confidence of the minorities in the Nigeria nation.

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***Key words**: Integration, marginalization, minorities, violence.*

Introduction

Every society the world over has minority groups, Africa, nay Nigeria is no exception to this. This perhaps equally explains why the various constitutions of different nation states, make provisions for their existence and welfare in terms of equality of all before the law. These communal groups which from time to time experience systematic discrimination in spite of the law in a state, have more often than not, taken political action in support of their collective interest. Unequal treatment of citizens on the basis of ethnicity is a common characteristic of the political leadership in many African states and this practice is not only anti developmental but also aggravates the problem of income, equality and leads to resource scrambles which are inimical to the development and growth of the nation state.

In Africa, it is not uncommon for those at the corridor of policy-making to award government contract to unqualified bidders who are in cahoots with relatives, from their ethnic stock. The Nigeria situation appears alarming as a particular section of the country holds virtually all the key positions in the security and defence sector and more painful is the fact that another region of the country appears to have been completely be left out in what is supposed to be a federation. Does this explain for example the rise of kanu's IPOB in Eastern Nigeria and the different militant groups in the South-South Nigeria?

As Ilorah (2009) puts it, leadership in many African states with the different ethnic groups is often marked by ethnic favoritism and prejudice such that citizens are treated unequally, especially when it comes to key appointment, allocation of resource and infrastructural development. The end result is that there is open resentment and ultimate rejection of the unity of the country by the frustrated and politically matured citizenry.

Many nations in Africa experiencing the marginalization of minorities have seen the formation of various levels of militant ethnic groups, a syndrome described by Brass (1991) as usually evolving sequentially, are ethnic transformation, ethnic community and ethnic nationality. Rwanda, Burundi and to some extent, the Democratic Republic of Congo (DRC) have witnessed ethnic transformation in the form of collective action by ethnic groups against one another and even against the state. In Rwanda for instance, the ethnic tension between the Hutu majority group and the Tutsis which are the minority got to its zenith in 1994 when in a space of 100 days (April to July) about 800,000 lives were lost, most of whom were Tutsis and some Hutus who opposed the Hutu-led government's repressive policies (Harch, 2004). A similar occurrence took place in Burundi between Hutu and Tutsi groups which led to a war that lasted despite all efforts to end it for 12 years beginning from 1994 and claiming about 300,000 lives (Wakabi, 2005).

In Nigeria, the activities of the self-styled freedom fighter in the South-South who have conveniently organized their ethnic groups into an economic community to protest their marginalization in the Nigeria state. The people of Ogoni land have continually complained of political and economic marginalization by the Federal government of Nigeria, despite the fact that their land is the "goose that lays the golden eggs" (that is their land being the main source of the nation's wealth and revenue). Besides this, the Igbos in Nigeria who also felt marginalized, organized into an ethnic naturality under the name of Biafra, to violently seek independence from Nigeria but for their defeat. The civil war that it resulted in, was in part occasioned by the feeling of marginalization and exclusion. That feeling regrettably, still subsists in the minds of the Igbos. No wonder the emergence and popularity of Kanu's I.P.O.B. this study therefore seeks to investigate public perception of marginalization of minorities.

Today, Nigeria has gotten to such a state that several ethnic groups- the minorities feel very marginalized, particularly going by the happenings in the country. In Benue State for example, the Fulani herdsmen have continually terrorized the citizenry, causing mayhem with the "tacit approval" of the Federal government. Little wonder that Gen. T.Y. Danjuma has not openly accused the Federal government of being the brain behind these killings but called on citizens to rise up to the occasion and defend themselves. In a situation like this, the people obviously have come to the conclusion that they are being marginalized and thus to survive, they seem to have taken up arms to defend themselves. This study therefore seeks to investigate the marginalization of minorities and the rise of violence in Africa, the Nigeria experience.

Research objectives

This study was primarily designed to investigate the marginalization of minorities and the rise of violence in Africa, the Nigeria experience. The specific objectives are to:

i. Find out if marginalization of minorities exist in Nigeria.
ii. Ascertain if marginalization of minorities leads to violence in Nigeria

Research questions

i. Does marginalization of minorities exist in Nigeria?
ii. Does marginalization of minorities lead to violence in Nigeria?

Brief review of related literature

The concept marginalization refers to a set of process which tends to ignore or sideline individuals or ethnic groups to political or social background. Infact, Jahan (2016) puts it as the sidelining of a certain community or person to the

periphery of the social space that eventually constrains their choices at political space, social negotiation and economic bargaining.

Studies have found that politically deprived ethnic groups or minorities are more likely to rebel as rebellion helps them to overcome deprivation (Koos 2014). Cederman (2018) has argued that ethnic (minority) civil wars are more likely when ethnics are politically and economically excluded or marginalized from the general state of affair. Granted that ethnic diversities is fixed, at least in the short, the political status of ethnic minority is not. Ethnic groups that are systematically discriminated or segregated against have good cause to complain and this can and does infact lead to mobilization against the perceived source of frustration which is the state. However, resort to violence is less likely in multi ethnic states where individual groups are not marginalized. Empirical studies have shown that political exclusion of ethnic minorities as currently witnessed in many countries in Nigeria is a catalyst for civil war, rebellion, violence and mass political agitations (Lichbach, 1987, Moore 1998 and Regan and Norton 2005)

Unequal treatment of citizens due to ethnicity is a recurring feature of political leadership in many countries in Africa and more particularly in Nigeria. It would appear that the genesis of marginalization, big and favouritism in Africa can be historically situated in the era of the scramble and partition for Africa and the subsequent colonial rule foist on the different countries. The colonialists for their personal and administrative convenience, redrew the boundaries of the states in Africa (Kumuyi, 2007). These redrawn states were designed as extractive rather than investment destinations; the colonial powers being engaged in predatory activities without paying any attention to the religious beliefs, culture and ethnicity of the indigenous people (Grabowski, 2006). These arbitrarily redrawn boundaries that defined ethnicity formation and religious compatibility created the fertile ground for marginalization and marginalization and conflict.

As Grabowski (2006) rightly noted, this brings together strange fellows within the same country in practice that created faulty lines which divided societies. Regrettably, upon attainment of independence, Africans simply continued with the same politics of extraction and the divide and rule system instead of with good investment and unification of the diverse ethnic groups and so, harmonious ethnic co-existence has remained elusive in the African continent. In Nigeria as in several African states, victims of minority marginalization, ethnic bias and favouritism have quietly translated from passive non-beneficiaries to active political adversaries and have not only in time past threatened political instability but actually made governance a very difficult business. The activities of the Niger Delta militants coupled with members of Indigenous People of Biafra (I.P.O.B) have in no small ways suffocated governance. Similarly in Sudan, the dominance of natural resources there by the government led by the Arab Muslim North and poor integration of its largely Christian and animist Southern Sudanese resulted in armed struggles that lasted for more than 1 years. The actions of Uganda's President Yoweri Museveni have led to the marginalization (through displacement) of people from Northern Uganda and the Acholi ethnic group. One cannot forget easily, the minority- inspired conflict which began in the country in 1986 between the government and the lord's resistance army.

Ilorah (2009) has observed that Nigeria's ethnic fragmentation and religious intolerance has made it extremely impossible to put in place a stable government. This has thus led to constant tension in the country, fuelled by the fact that the Hausa-Fulani majority group which not only believe that they are born to rule but have in actual sense, held political power for much longer than any other section of the country and so continues to maintain the status quo. Conversely, the other minorities including even the Igbos and Yorubas have consistently argued that the existing institutional structures in the country denies them real political power hence even now, they are still clamouring for restructuring.

The Nigeria experience

Majority and minority relationship is a global issue in all multi-ethnic societies. Nigeria being a multi-cultural society is not immune to this phenomenon. Ofcourse some persons will be on the advantage side either because of their population size, early contact with the whites or education. And so this has led to unhealthy competition and scramble for equality. In Nigeria, the issue of the marginalization of minorities began with the amalgamation of the southern and Northern protectorates in 1914 by Lord Lugard. Since independence in 1960, the minority ethnic groups have been struggling for equality, fairness and full participation in the affairs of the country. For the ethnic minorities, the geo-political entity called Nigeria is not inclusive and this results in political and economic marginalization. Little wonder then that Rindap and Mari (2014) have emphatically stated that there is marginalization of minorities in Nigeria and that this has led to disenchantment with the structure in place. Similarly, Anugwom (2000:73) attests to the fact that marginalization of the minority is very glaring in Nigeria. He notes that marginalization exists when an ethnic group or other kind of group feel disenchanted with the political system.

The nation Nigeria consists of several ethnic groups but the three largest ones are the Hausa-Fulani, Yorubas and Igbos who together represent 71% of the entire Nigeria population (Otite, 1990). Marginalization to some scholars is re-ferred to as the process where a person is pushed to the edge of the society (Okpu, 1997). That is, it entails discrimination as a person is made whether wittingly or unwittingly to stand out and be made different from others. Nigeria is a multi-cultural society where fairness and equality of all groups ought to be but the opposite has been the case since independence in 1960. The minorities have been struggling for equality, fairness and full participation in the baking and sharing of the imaginary “national cake” (Galadima, 2010).

Recently in Nigeria, there has been a lot of hue and cry over the marginalization of the southern part of the country by the northern part. The marginalization of minorities in Nigeria, takes the coloration of ethnicity and religious affiliations. For instance, the political hierarchy as presently constituted in Nigeria is based on religious cum ethnic lines. A cursory look at the key military positions in Nigeria reveals that they are all manned by Northerners of Muslim extraction. More specifically, the political atmosphere in Nigeria shows that the executive arm is headed by a Northerner, the Legislative arm is equally headed Northerner and as well as the Judiciary. Ethnic minority tensions and conflict in southern Kaduna have probably engendered far more serious violence than any other form of communal instability in recent Nigerian history. In Kaduna state, the minorities are marginalized on religious basis. This can be gleaned from Kafanchan crisis of March, 1987 which started as a theological disagreement between Christian and Muslim students and unfortunately degenerated into a fracas which spilled into Kafanchan town and ignited age-old tensions the between Muslim Hausa/Fulani settlers located in the town centre on the one hand, and the predominantly Christian natives inhabiting the town surburbs on the other hand. An outbreak of ethno-religious rioting that was far more serious than the Kafanchan crisis was the Zangon Katab riot of February 1992, where the Hausa community in Zango got a convenient opportunity for the outpouring of Kataf resentment of Hausa/Fulani domination of cultural, political and economic life in Zango Katab. Till date Kaduna remains the hotbed for the marginalization of Christian minorities (Suberu 1996).

The three main regions in Nigeria viz; North, West and East, equally have minority population and each of these have their own peculiar problems. In the South West for instance, Ojiako (1981) observed that the minorities asserted that the government in Ibadan was dominated by the Yoruba and that a non Yoruba cannot become premier of the region. This led to the demand for the

Mid-Western region. Similarly, in the South-East, the minorities expresses fears that the Ibos will outrun them politically and economically. For this reason they demanded the creation of a separate region to comprise of Calabar, Ogoja and Rivers states, while in the Northern part, the Ilorin and Kabba division complained bitterly that the system had been autocratic and there was need for democratic principles to be established and so urged to be transferred to the western region (Ojiako 1981). The Gideon Orkar attempted coup of april 22 1990 is seen in some quarters as a minority rebellion and going by what the coup plotters articulated in their broadcast, it was more of a revolution executed for the marginalized, oppressed and enslaved people of the middle belt and south so as to extricate them from internal slavery and colonization by the Northern cabal. (Daudu 2014).

Theoretical orientation

This study adopts in its entirety the frustration aggression theory as propounded and popularized by a group of psychologists at the Yale University led by Dollard, Doob, Liller, Mowrir and Sears (1939). The central thesis of this theory rests on the belief that aggression occurs or should be expected once a person experiences frustration. In the realm of inter-group relations, the theory has been used to shed light on prejudice and out-group hostility. Tapping from freudalism, the theory contends that once frustration and the motive for aggressive behaviour have taken place, it makes little or no difference who receives the brunt of the violence. Quite often, aggression usually takes the form of revenge against the original cause of frustration. Put succinctly, the theory argues that frustration always precedes aggression and that the later is the sure implication of frustration. This theory has helped to explain in some details the cause of violence by stating that frustration is the condition which occurs when a goal-response suffers interference, while aggression is the act whose goal-response to an organism (or an organisms surrogate). Interestingly, the theory posits that

even though frustration leads to aggression but when the source of the frustration challenged, the aggression gets displaced into an innocent target.

This theory can be used to explain the topic under investigation. Many if not all marginalized minorities in Nigeria feel frustrated, and more often than not resort to violence (aggressive behaviour). The Niger Delta militants and the Indigenous People of Biafra (IPOB) have become disillusioned, disheartened and frustrated as a result of the their perceived marginalization in the hands of the Hausa/Fulani led federal government of Nigeria. Consequently, they have taken to aggressive behaviour in the form of violence and riots to expressed themselves and sometimes the source of their frustration which is the federal government is not reachable in other words cannot be dealt with directly and so they have resorted to kidnapping of oil workers and even private citizens, bunkering, arson, sit-at-home and riots.

Methods and materials

Data for this study were obtained from primary and secondary sources. The primary data were obtained from in-depth interviews and the self-constructed questionnaire while the secondary data were sourced from journals, the internet and periodicals. Data obtained from the field were analysed through simple percentage. The study area consisted of Anambra (South-East) and Rivers State (South-South). The choice of the states was informed due to the fact that both are minority groups who have felt marginalized and have in recent years result to violent protests in the form of agitation for the Republic of Biafra and taking of hostage respectively.

A total of one thousand, two hundred questionnaires were divided equally and administered to selected respondents in Awka and Port Harcourt while 30 in-depth interviews were conducted equally to interviewees who were purposively sampled IPOB and Niger Delta Marine Force in the study locations.

Table 1: Demographic characteristics of respondents

	FREQUENCY	PERCENTAGE (%)
Sex		
Male	752	64
Female	430	36
Total	**1182**	**100**
Age		
25-34	360	30
35-44	460	39
45-54	200	17
55 and above	162	14
Total	**1182**	**100**
Religion		
Christianity	1170	98
Islam	12	1.05
A.T.R.	5	0.42
Total	**1182**	**100**
Educational status		
Primary	132	11
Secondary	520	44
Tertiary	530	45
Total	**1182**	**100**
Marital status		
Married	405	34
Single	720	61
Divorced	37	3
Separated	20	2
Total	**1182**	**100**

Source: field survey, 2020

Table 1 indicates that there were 752 (64%) male respondents while the number of female respondents was 430 (36%). This implies that there were more male respondents than female in the area of study. The table also indicates that respondents within the ages of 25-34 years were 360 (30%), those within the ages of 35-44 years were 460 (39%), those within the ages of 45-54 years were 200 (17%) and those who were 55 years and above were 162 (14%). This shows

that majority of the respondents were between the ages of 35-44 years. It further reveals that 1170 (98%) of the respondents were Christians, 12 (1.05%) were Muslims and 5 (0.42%) practiced African traditional religion. On educational status, 132 (11%) of the respondents had primary education, 520 (44%) had secondary education and 530 (44%) had tertiary education. This shows that majority of the respondents had tertiary education. For marital status, 405 (34%) of the respondents were married, 720 (61%) were single, 37 (3%) were divorced and 20 (2%). This means that majority of the respondents were married.

Table 2: Existence of marginalization of minorities in Nigeria

Does marginalization of minorities exist in Nigeria?	**FREQUENCY**	**PERCENTAGE (%)**
Yes	905	77
No	277	23
Total	**1182**	**100**

Source: field survey, 2020

Table 2 shows that 77% of the surveyed population affirmed that marginalization of minorities exist in Nigeria while 23% were in the negative. The findings of this study further lend credence to Rindap and Mari (2014), Anugwom (2000) who in their studies have emphatically stated that there is marginalization of minorities in Nigeria and that this has led to disenchantment with the structure in place.

Table 3: Marginalization of minorities and violence

Does marginalization of minorities lead to violence in Nigeria?	**FREQUENCY**	**PERCENTAGE (%)**
Yes	950	80
No	232	20
Total	**582**	**100**

Source: field survey, 2020

Table 3 shows that 80% of the surveyed population affirmed that marginalization of minorities leads to violence in Nigeria while 20% held that marginalization of minorities does not lead to violence in Nigeria. This study's findings have, to a large extent, further validated studies which found that politically deprived ethnic groups or minorities are more likely to rebel as rebellion helps them to overcome deprivation (Koos, 2014). In addition, Cederman (2018) has argued that ethnic (minority) civil wars are more likely when ethnics are politically and economically excluded or marginalized from the general state of affair. This further lends credence to this study's finding.

Conclusion and recommendations

This paper has brought to the fore, the recurring ethnic and religious issues in Nigeria which has permeated the landscape since the colonial period till the present day with no solution in sight. The marginalization of the minorities has led to mutual suspicions and classes or resort to violence at the slightest provocation on the part of the minorities. The following conclusions are derived from the emerging issues in the course of discussion on the marginalization of minorities in Nigeria and the resort to violence. One, that there is indeed marginalization of the minorities in Nigeria and that this is done along the lines of ethnicity and religion but more orchestrated by the Hausa/Fulani Muslims against the southern part of Nigeria. Second that the way and manner at which the Hausa/Fulani Muslims flaunt their dominance driven practices may continuously bring about disgruntledness and dissatisfaction and violent actions from the minorities who are victims of such ethnic religious discrepancies and marginalization. Based on the revealing findings in the course of the study, there is the need for the convocation of a sovereign national conference where the issue of restructuring of the Nigeria state particularly, resource control and equitable siting of infrastructure and devolution political power amongst not just the

major ethnic groups but also the various ethnic minorities that make up the Nigeria state.

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SUSTAINABILITY MARKETING AND THE EMERGING NIGERIA'S BLUE ECONOMY

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Abstract

The study investigated the effect of sustainability marketing on Nigeria's emerging blue economy. The objectives of the study were to ascertain the effect of sustainability awareness on blue governance in Nigeria, and evaluate the effect of blue research (sustainability publications, conferences, workshops) on investments in the blue economy. The study utilized survey research design with questionnaire as the instrument of data collection. From a sample size of 650 respondents, only five hundred and seventy three (573) questionnaires were properly filled, retuned and used in the data analysis. The respondents were staff of the Federal Ministry of Transportation, Nigerian Ports Authority, and Nigerian Maritime Administration and Safety Agency. The hypotheses formulated were tested with the use of Pearson correlation aided by the statistical package for the social sciences (SPSS) Version 20 software. The findings of the study revealed that sustainability awareness has significant positive effect on the administration and management of our ocean economy and that blue research has positive effect on blue growth investments by Nigerian businessmen. Recommendations were made for government to facilitate economic development opportunities in coastal towns and cities as well as open up strategic aspects of the maritime sector for sustainable exploration, and the awareness

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created by sustainability marketing should be maintained to continue to create positive effect on blue governance.

Keywords: *sustainability marketing, blue economy, sustainable development.*

1. Introduction

The call for sustainability to be incorporated into business studies and marketing can be indentified within two streams – micro marketing or macro marketing. Micro marketing or managerial marketing usually focuses on how to achieve sustainability within an organization without questioning key issues regarding consumption and economic growth. Conversely, macro marketing advocates for business and marketers to change the institutional environment to encourage both sustainable production and consumption. Kemper, Hall and Ballantine (2019) posit that business schools and the mainstream marketing discipline adhere to an economic or industrial worldview believing in unlimited economic growth, free markets, the value of increasing consumption of products and services, and technological solutions to environmental problems.

Firms are often criticized for waste, price markups and misleading advertising. To counteract this type of publicity, more firms turn to sustainability marketing. Sustainability marketing, also referred to as green marketing is when a company focuses on social and environmental investments as a marketing strategy (Loy, 2018).

Expanding demand for ocean–derived food, materials, energy, and knowledge is driving growth in the emerging 'blue economy'. Traditional ocean sectors such as shipping, fisheries, and ports are undergoing rapid change in response to new technologies, competition, and regulation that reflect an increasing focus on environmental sustainability. The blue economy goes beyond viewing the ocean economy as a mechanism for economic growth.

Since the 21st century, the concept of the blue economy has become increasingly popular. International society believes that blue economy covers three economy forms, economy coping with global water crisis (McGlade, Werner young Matlock, Jefferies and Sonnerman, 2012), innovative development economy (Pauli, 2009) and development of marine economy (Behnam, 2012).

It was Drucker (1973) who strongly believes that marketing is the one important factor that can help developing countries to achieve economic growth.

Economic growth is a term commonly used to connote increases over time in the real output per capital of a country (Zuvekas, 1979 in Onwumere, Ugwuonah and Odoemena, 2009/2010). The size of any nation's economy is represented by its Gross Domestic Product (GDP) which measures its output. The real output per capita is measured by the gross national product (GNP). For advanced countries, there is a wide gap between their GDP and GNP figures with the GNP higher than the GDP. However, for developing economies like Nigeria, there is not much difference between their GNP and GDP figures hence they are interchangeably used. In fact, the GDP is used most of the time (Onwumere, Ugwuonah and Odoemena, 2009/2010).

Nigeria has huge potentials for growth. Nigeria is the world's 7th oil producer with deposits of national gas rated to be 6th in the world (Onwumere, Ugwuonah and Odoemena, 2009/2010).

Large scale industrial nations have seen the development of their ocean economies through the exploitation of maritime and marine resources through shipping, commercial fishing, oil, gas, minerals as well as mining industries. The blue economy is an integration of sustainable development and green growth.

The importance of the blue economy is not farfetched. According to Abila (2019), over 71 percent of the earth's surface is covered by water and nearly half of the world's population live within 100 kilometres of the sea. Three quarters of all large cities are located along the coast and 90 percent of globally traded commodities pass through the sea.

Abila (2019) submits that the global oceans – based economy is estimated at US$3 trillion a year, which represents about five percent of global GDP. Blue economy industries provide for the livelihoods of over 820 million people worldwide in diverse fields including maritime, shipping, and related transport, energy generation, mining, construction, trade, tourism, research, among others, not forgetting very important ecosystem services such as carbon sequestration. Indeed, we are just at the beginning of a new dawn with the blue economy, given the fact that opportunities lie ahead to be explored for the overall benefit of the Nigerian economy.

Objectives of the study

The study sought to achieve the following objectives:

1. To determine if sustainability awareness has any positive effect on blue governance in Nigeria.
2. To investigate the effect of blue research (sustainability publications, conferences, workshops) on investments in the blue economy.

Research Hypotheses

Two null hypotheses were formulated as follows:

1. Sustainability awareness has no positive effect on blue governance in Nigeria

2. Blue research has no effect on investments in the blue economy in Nigeria

2. Conceptual Clarification

Marketing and Sustainability Marketing

In the considered opinion of Kotler (2003), marketing refers to the task of creating, promoting and delivering goods and services to consumers and businesses. Marketers are responsible for demand management. They seek to influence the level, timing, and composition of demand to meet the organization's objectives. Marketing people are involved in promoting 10 types of entities: goods, services, experiences, events, persons, places, properties, organizations, information and ideas (Kotler, 2003).

Nnabuko (1998) submits that marketing refers to those activities of individuals or organizations, whether profit or non-profit, that enable, facilitate and encourage exchange to the satisfaction of all the parties involved. The marketing objective of every organization is the satisfaction of consumers. Nnabuko (2016) insists that marketing is a living course. It is a discipline pioneering the interest and welfare of the consumers in the business arena.

Marketing is a living and dynamic function which permeates all the parts and parcels of the whole economy (Musa, 2018). Understanding, creating, communicating and delivering customer value and satisfaction are at the very heart of modern marketing thinking and practice (Ede, 2007). Marketing is necessary because it is one of the managerial approaches used to cope with the environment (Osuagwu, 2004).

Sustainability marketing is a way to build relationships with consumers while letting them know of their importance and that of future generations. While it is a developing field, sustainability marketing is an important piece of

marketing strategy. There is not much write up on sustainability marketing and the blue economy. This study is an attempt to bridge the gap. Marketing is typically regarded as encouraging overconsumption and contributing to change yet, simultaneously, it is also promoted as a means to enable sustainable consumption.

According to Loy (2018), sustainability marketing is when a company focuses on social and environmental investment as a marketing strategy. There are five common strategies for sustainability marketing. These are consumer oriented marketing, customer value marketing, innovative marketing, sense of mission marketing and societal marketing. The expansion of the marketing concept has reached a stage where there is much interest, especially in the sub-fields of macro marketing, transformative and social marketing, in ensuring that marketing is a force for good. Kemper, Hall and Ballantine (2019) opine that undoubtedly, there has been a substantial growth in 'green', environmental and sustainable marketing, much of which has been focused on promoting green products, and the role of the environment in branding.

The extent to which the growth of apparent interest in the environment and sustainability among marketing researchers has either transformed the field of marketing, or actually contributed to improved sustainability at the global level appears highly debatable. However, what is not debatable is that marketing has been widely recognized as being able to make substantial contributions to climate change research and policy making. Marketing is increasingly positioning itself as a positive contributor to sustainability.

Since the introduction of sustainability to the world stage by the United Nations World Commission on Environment and Development (WCED) in 1987, there have been two opposing schools of thought on definition and application of sustainability in respect of natural resources (Aliyu and Isa, 2015). The

pessimists school of thought, dominated by ecologists and other scientists, is of the view that, the earth cannot forever continue to support the world's demand for renewable and nonrenewable resources. On the other hand, the optimists school of thought dominated by economists is of the belief that the earth with appropriate market incentives, appropriate public policies, material substitution, recycling and new technology, can satisfy the needs and improve the quality of life, human welfare for this and the next generations. Natural resources are a 'blessing' rather than a 'curse'

Blue Economy

The term blue economy is fast gaining considerable attention among government, industry as well as nonprofit organizations as an organizing principle that captures the interplay between economic social and ecological sustainability of the ocean. The blue economy generally considered to be comprised of sectors and activities that span commerce and trade, living resources, renewable energy, minerals, materials, freshwater and ocean health and data. (Economist Intelligence Unit, 2015). It is an emerging sector that will require energy to allow many scientific and commercial endeavors to reach their potentials.

Blue economy is the new buzzword in the international sustainable development agenda. It relates to the sustainable use and conservation of aquatic resources – oceans, seas, lakes, rivers – to drive economic growth, improve livelihoods and create jobs, while ensuring protection of our environment, cultural values and biodiversity (Abila, 2019). In fact, the Sustainable Development Goal (SDG14) calls on the global community to conserve and sustainably use the oceans, sea, and marine resources for sustainable development. The blue economy underpins the thinking behind the commonwealth blue charter, highlighting in particular the close linkages between the ocean, climate change, and the well-being of the people of the commonwealth. It supports all of the United Nations Sustainable Development Goals (SDGs), especially SDG14 'life below

water' and recognizes that this will require ambitious, coordinated actions to sustainably manage, protect and preserve our oceans for the sake of present and future generations.

In the views of Nkwocha (2019), blue economy encompasses all economic activities associated with the oceans, seas, harbours and coastal areas and the sustainable utilization of these resources for growth. Major sectors of the blue economy include maritime transport and related services, fisheries and aquaculture, maritime tourism, extractive industries, renewable marine energy, desalination and others. It encourages the careful and sustainable stewardship of ocean resources to accelerate economic progress and conserve the environment. The ocean economy contributes to the socio-economic growth and development of Nigeria. A coordinated blue economy policy framework can accelerate job creation, lift millions of Nigerians out of poverty and contribute to the nation's economic growth. Nigeria has a vast coastline of over 900 nautical miles on the Atlantic coast of west Africa, over 200 miles of exclusive economic zone, nine coastal states, and coastline comprising inshore waters, coastal lagoons, estuaries and mangrove (Nkwocha, 2019).

Very important sectors like maritime transport and coastal tourism offer Nigeria comparative advantage and can be immediately repositioned for better economic impact.

The nascent blue economy offers high potentials for the country. Nkwocha (2019) submits that Nigeria is strategically positioned to be one of the major maritime hubs in the world, servicing four major landlocked African countries – Mali, Burkina Faso, Niger and Chad as well as serving as a transshipment hub for the whole of west and central Africa.

Another step in the direction of reviving indigenous businesses in the maritime sector value chain, is the coastal and inland shipping Act, 2003 (Cabotage Law),

a direct intervention by the government to break the dominance of foreigners in the nation's maritime industry and rescue indigenous operators from imminent exhaustion (Nkwocha, 2019). The cabotage law has created a gradual investment in ship acquisition and ship building facilities, investment in manpower development and eventual attainment of the requisite international standard in the industry through partnership with foreign shippers.

Start Here

Similar to the green economy, the blue economy model aims at improvement of human well – being and social equity, while significantly reducing environmental risks and ecological scarcities. It provides for an inclusive model in which coastal states can start to extend the benefits of those resources to all. Realizing the full potentials of the blue economy means inclusion and participation of all social groups and sectors.

It is important to understand that the blue economy is not just about market opportunities, but it also provides for the protection and development of more intangible blue resources such as traditional ways of life, carbon sequestration, and coastal resilience to help vulnerable states mitigate the often-devastating effects of climate change.

According to Sims (2018), the origin of the blue economy concept can be traced back to the mid 90's, when the Belgium businessman turned author, Gunter Pauli, was asked by the United Nations to think about innovative business models of the future.

Conceived with the purpose of reconciling the shared goals of stimulating entrepreneurship while also preserving maritime eco-systems, the term blue economy covers a range of potential policy interventions ranging from practical programmes for delivering any form of economic growth which is linked to the

maritime and marine economy, more complex economic philosophies which draw on a range of circular economy concepts and frameworks to deliver growth in such a way which preserves, maintains and enhances the maritime environment (and therefore delivers more significant, long run benefits to society).

Sims (2018) states that in 2012 the European Commission estimated that the blue economy represented over 5 million jobs and a gross added value of around £500 bn per year – a figure which is roughly equivalent to 4% of the EU's total economic output. It also affects a large number of the EU residents with an estimated 4% of the EU population living within 50 km from the sea.

3. Methodology

The survey research design was adopted for the study. This research design was deemed appropriate for a study of this nature because it relied on views expressed to evaluate the variables under consideration. The study relied extensively on primary data obtained through self-administered questionnaires.

The population of the study comprised of staff of the Federal Ministry of Transportation, Nigerian Ports Authority (NPA) and Nigerian Maritime Administration and Safety Agency (NIMASA). The transportation ministry has a total of 159 staff including pooled staff comprising of 7 administrative officers, a legal officer, three information officers and five account officers. NPA has 4, 303 staff while NIMASA has 1,914 (http//www.nigeriangovernment/transportationministry).

The total population of the study was 6,376. The researcher strongly believed that staff of the transportation ministry and the two agencies mentioned above would be in a better position to appreciate the variables under interrogation in this research. With the use of Taro Yameni (1967) formula, a sample size of 650 was arrived at and an equal number of questionnaires were administered to

generate data for the correlation analysis, and the results were analyzed to determine the effect of the awareness created and the publications by sustainability marketing on the blue economy in Nigeria. Sustainability marketing was measured by the awareness and publications while blue economy was measured by blue governance and investments in that sector of the economy. The tests were conducted at 5% (0.05) level of significance.

The sample size of the study was 650 respondents comprising 15 staff of the Federal Ministry of Transportation, 405 staff of NPA and 180 staff of NIMASA stratified in proportion to their staff strength. Even though 650 copies of questionnaire were distributed to respondents, only 573 were properly filled, returned and used in the data analysis. This represents a response rate of 88%. Only staff on grade level 8 and above were sampled, thereby ensuring, that only those with reasonable knowledge of the subject matter were sampled.

4. Data Presentation, Analysis and Discussion of Findings

H_{01}: Sustainability awareness has no positive effect on blue governance in Nigeria.

Table 1: Pearson's Correlation between sustainability awareness and blue governance.

Variable	Mean	Std. Dev.	N	R	P	Remark
Sustainability Awareness	4.7839	1.55244	573	.242**	.000	Sig
Blue governance	5.7228	1.06750				

Table 1 above demonstrates that there is a significant relationship between sustainability awareness and blue governance (r=.242**, N=573, P<.05) it can therefore be safe to deduce that sustainability awareness has influenced the administration of the maritime sector.

Nkwocha (2019) reports that in 2017, the Nigerian Maritime Administration and Safety Agency (NIMASA) formulated a policy framework that seeks to amongst other things, transform and strengthen the ocean economy to contribute to the socio-economic growth and development of Nigeria.

H_{02}: Blue research has no effect on investments in the blue economy.

Table 2: Pearson's Correlation between Blue Research and blue Growth Investments

Variable	Mean	Std. Dev.	N	R	P	Remark
Blue research	4.7839	1.55244	573	.298**	0.000	Sig
Blue growth investments	5.6910	1.49846				

Table 2 shows that there is a significant relationship between blue research and investments in the blue economy (r=.298**, N=573, P< .05). This means that blue research has positive influence on blue growth investments.

Another step in the direction of reviving indigenous businesses in the maritime sector value chain, is the coastal and inland shipping Act, 2003 (Cabotage Law), a direct intervention by the government to break the dominance of foreigners in the nation's maritime industry and rescue indigenous operators from imminent exhaustion (Nkwocha, 2019). The Cabotage Law has created a gradual investment in ship acquisition and ship building facilities, investment in manpower development and eventual attainment of the requisite international standard in the industry through partnership with foreign shippers.

5. Conclusion

The study investigated the effect of sustainability marketing on Nigeria's emerging blue economy. The study was carried out in Lagos and Abuja. The awareness created by sustainability marketing has significant positive effect on the government policies regarding the maritime sector. For instance, Nkwocha (2019) submits that in 2017, the Nigerian Maritime Administration and Safety Agency (NIMASA) formulated a policy framework that seeks to amongst other things, transform and strengthen the ocean economy to contribute to the socio-economic growth and development of Nigeria.

Also, the Cabotage Law (the coastal and inland shipping (?) Act) has created a gradual investment increase by indigenous operators in capacity building through investments in ship acquisition and ship building facilities, investments in manpower development and eventual attainment of the requisite international standard in the industry through partnership with foreign shippers. Of course, there are evidences to the effect that all these were prompted largely due to the effect of blue research.

Recommendations

Based on the findings which emanated from the study, the following recommendations were made:

1. Sustainability marketing should be embraced for its responsible approach to solve environmental, economic and social problems. Hopefully, this will continue to encourage government to take the necessary steps to address environmental concerns, which will encourage both sustainable production and consumption.
2. Research on the huge potentials of the blue economy should be sustained to encourage Nigerians and indeed other investors to seize the

opportunity to invest in the extensive but untapped market offered by the Nigeria's emerging blue economy.

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THE ISSUES AND EFFECTS OF BOKO HARAM INSURGENCE ON ECONOMIC DEVELOPMENT (2009-2016)

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&

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Abstract

This study "Issues and Effects of Boko Haram Insurgence on Nigeria Economic Development" is aimed at addressing the negative aftermath of Boko Haram activities on Nigeria Economic development; particularly as it affects development goals with attendant effects on diversion of funds meant for economic development to prosecuting the insurgence. The objective is to ascertain the ideology and funding as the fundamental factor that promotes terrorism in Nigeria. The major finding among others is that Nigeria economy cannot thrive in atmosphere of unabated wanton destructions of human and material resources. The study depends largely on secondary sources of data collection. Therefore, the study concludes that Boko Haram sect is aimed at seeking to gain recognition by influencing government decisions, actions, policies and programmes in line with Islamic ideology. The major recommendation among others is government should employ all arsenals to uncover how this movement is funded.

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Introduction

Nigeria is a country highly endowed with natural resources which competes favorably with one another. This earned a big chunk of foreign exchange for the country in the early 60s, the discovery of oil and unprecedented wealth accrued from it in the 70s, soon boosts Nigerians a major foreign exchange earner, inspite of the natural and mineral resources with which numerous governmental policies and programmes foster peaceful coexistence among the multi ethno religious entities which make up Nigeria, the country has virtually become a battle field where incessant ethno-religious and political crisis are staged. The implication of Boko Haram crisis or terrorist activities on economic development is that the instrument which is supposed to be used for sustainable development is conversely being used for destruction and vandalization purposes (Mohammed 2002).

In essence, it gulped the Nigerian government millions of naira to replace numerous amenities which were destroyed during crisis. Resources which could have been used to improve these amenities and embark on other development projects would have to be used on restricting and replacing what had been damaged during the crisis. In most cases government compensated victims of these crisis and this gulped millions of naira, which could have been used to develop the economy. Apart from the fact many virile men of the nation are seriously affected in the crisis which consequently led to their death the country's source of revenue is equally affected. Since no economic development could take place in an atmosphere of fear, anarchy and insecurity. It therefore implies that Boko Haram menaces are obstacle to economic development. Looking at it internationally, Boko Haram crisis has added to the fear of foreign investors that are in Nigeria (Abony 2009). Cases of kidnapping of expatriates in Nigeria are no more news one wonders how foreign investors could decide to establish in the war zone. The image of Nigeria has been dented globally as a country which

breeds social miscreants and criminals. The crisis have also made investors to flee the nations troubled spots particularly Plateau State. Also neighboring states have had their economies disrupted by the reason of the crisis. As a result of these, blasts, the citizens, mostly those who came from other parts of the country have relocated from the state, especially those from different ethnic group/religious. This does not mean well for the economic development of the country. (Broad Street Journal 2012:19).

The greatest of these scenarios is the amount of funds being diverted to security issues and related matters. The aim is to enable the country meet the challenges of the present threat in the country. These funds can be best utilized in providing infrastructure in the country. There are no good roads, electricity and other vital amenities, yet the federal government has to raise funds to take care of the little established institutions. The irony is that while the country is striving towards capacity building, the Boko Haram menace is crumbling all the effort (leadership Newspaper 2012).

Speaking on the economy of Nigeria, it has come to a halt in area where the fight were tense. This traumatic episode has affected mostly the petty traders who earn their meal on daily routine. Banking sector equally suffered setback. At a time, all the commercial banks were closed for more than a week (Abdullahi 2009:2 15). Maiduguri Monday Market was also shut down for almost a week. As a result of these incidents, salaries of civil servants in Borno and Yobe states were not paid on time. The government on its own part seemed helpless in the situation as much action to ameliorate the situation may aggravate it. Hence, the government stopped all form of preaching in the state especially Islamic preaching. The government becomes so conscious on the rise of sect and sanctioned the conduct of religious activities to the extent that permission must be obtained before preaching is allowed. In Niger sate, immediately after

the Boko Haram sway was on the increase, a community called "Danes Salani" was displaced following the report of security threat by the government. This community is isolationist in nature and sees government as kind of country as adulterated institution and policy. The highest stage of this is the four (4) paragraph statement issued by the Borno state government banning any form of motorcycle either commercial or private in Maiduguri and its environs (Mokeme, 20 11:6).

The Boko Haram crisis has really posed a threat to the country. Bearing in mind the level of development in Nigeria and emphasis placed by the Nigeria government to attract foreign investment to boost our economy more from the level it is now to a greater height, like level of insecurity have made this illusionary. It is in line with this that Adetola (2002: 161) affirmed that:

The study of linkage politics expressly enunciates the interrelatedness of domestic and external policies in inter-state interactions. This brings into focus the analysis of system analysis in the understanding of international relations in general and foreign policy in particular. These two paradigmatic explications are relevant in their manner of explaining the relationship between the settings with the domestic environment partly determines the type of benefits that can be derived from efforts intended to protect, promote and protect the interest of the country in-the international arena.

Deducing from the above, we begin to understand the role internal dynamic plays in not only attracting foreign investments, but also in the international relations of one country to another. The importance of Foreign Direct Investment (FDI) towards the development of the Nigerian economy can never be over emphasized. This is why Omenma (2009:46) opined:

It is no gainsaying the fact that no man and by extension no state is an Island". This means that states need the relationship and partnership of one another to pursue development goals but the quest for foreign direct investment in Nigeria

has been compromised by the level of insecurity in the country. The Nigerian government long before now understands the importance to woo foreign investors. And governments being aware of the limitation and incapability of the local investors wasted no time to vigorously and financially make provision for the injection of foreign capital in form of investments in the country. This it did through the use of shuttle diplomacy. This was protected and facilitated by the country's confidence in its newly found democracy which most foreign firms have pointed out as the basis for investigation. This is also to support the view of Walter Carrington, a former American Ambassador on the part of investors which have been predetermined by the level of security. This was due to the unpredictable ethnic clashes; North, South, East and West. Lagos Nigeria commercial nerve centre had used than its fair share, likewise the ancient cities of Tie Ife, Sagama, Umuleri and Aguleri, metropolitan cities of Kano, Jos and so many other parts. The Boko Haram uprising under investigation can be best described as the last straw that broke the nation's heart towards wooing foreign direct investment (FDI).

Boko Haram Activities and Nigeria Economy

We are going explore the basic inherent activities of the Boko Haram Islamic sect as it has seemingly stunted the acceleration of development in Nigeria. It is a basic truth that no real development can thrive in a war prone security or a society which is characterized by incessant bombings and attacks, specially directed towards security operatives. This also bears in mind that Nigeria as a society, is still nursing its infant and fragile democracy. Consequently, any uprising in her policy raises suspicions on what may become the future of nurturing democracy.

In a more practical terms, Nigeria as a state is strategically and naturally situated in the globe to maximize its potential of natural resources. There is no record

of natural disasters in the country such as earthquakes, tornadoes, and volcanic eruption, on this Nigeria has so far been insulated owing to her topographical, climatic and ecological features. By this complication, it therefore makes it easier for the country among other things to pursue its developmental goals that Nigeria is insulated from disaster altogether, our disaster just happens to be preventable manmade ones, caused variously by poor leadership, ineffectual government institutions and poor infrastructure. The natural disaster on its own can cause a great havoc to the most industrialized states in the world, and if this is the case, the Nigeria experience would be catastrophic.

Over the years, Nigeria has had several disasters although in different forms for instance, the post independent history i.e. the Civil War, the Niger Delta crisis, Electoral Violence, road accidents and presently sectarian Violence. These disasters had led to casualties and large scale damage to infrastructure, properties and livelihood. Most of these disaster happened because the government failed to take appropriate sanctions where necessary.

Sectarian violence in Nigeria is nothing short of terrorism, like the notorious al-Qaeda terrorist organization; fundamentalist religious sects like the Boko Haram have wreaked havoc on innocent people in their attempt at "purification" just as the Al-Qaeda views western practices as harmful, so does the Boko Haram views other Nigerians as infidels and western education as a pollutant. That is why its members think that the imposition of sharia laws would cure all ills. Attempt by the Boko Haram religious sect to coerce others into their narrow world views speak violence of how religious fanaticism leads to the imprisonment of the mind and ideas, this is the first place inhibits development based on the ideology of the Boko Haram sect, it is obvious that the present world age needs more of a western development principles to harness the basic resources needed for development. Instead of this, the sect is busy propagating its beliefs

by non peaceful means; they must kill or destroy property and infrastructure in the process.

Speaking to sun newspapers about the activities of Boko Haram and the distortion of development in the country especially Bornoo state, Maiduguri to be precise, Amb. Ali Mongoro said:

> *The situation in Borno particularly in Maiduguri today is worse than what we witnessed during the civil war, every man or woman in Maiduguri feels threatened, afraid and unsafe. People have been seriously transmitted by the bad occurrence.*

According to A.U. Mongono, people no longer go out for their normal business in daytime and they cannot also sleep in the night. Yet people are hungry but they are afraid of going out to look for survival, so as not to be killed or bombed. But then, they are also weary of staying at home. (Sun Newspapers, July 2, 2011). The extract above is a pictures illustration of the way people in Maiduguri and the northern part in the country live their life in constant fear. Mongono also affirmed that he had never witnessed or heard of the evils that are happening in the state since he came into Maiduguri about 70 years ago, adding that people were not as terrified during the war as they are now. Boko Haram activities have contributed to the present underdevelopment of the country.

Conclusion and recommendation

Arising from the issues addressed in this paper, the study concludes that the actions of the Boko Haram sect over the years have clearly illustrated that they are not interested in peace talks even if government officers option of amnesty to the group, who will represent the? This is because the members of the group are faceless and prefer to remain anonymous.

It is suffice to recommend among others that he menace of Boko Haram in the country, the government should do whatever it takes to find out how this movement is funded. Who are their sponsors?

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TRAINING AND CAREER DEVELOPMENT ON EMPLOYEE PERFORMANCE IN MICRO-FINANCE INSTITUTIONS IN BAMBILI, CAMEROON

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Abstract

The work environment which encompasses several factors impacts on the way the employees perform their work. A comfortable and al- inclusive workplace environment will boost the employees' performance hence boosting the organizational performance. This research examined the effect training and career development on employee performance in microfinance institution in Bambili, Cameroon. The research was guided by the objective; i) to examine the effect of training and Career Development on Employee Performance in Micro-Finance Institutions in Bambili, Cameroon. The study used a cross-sectional research design and it involved a total population of 143 respondents; out of which 105 were identified as the sample size. Simple random sampling and purposive sampling techniques were used to determine the participants in the study. Findings indicated that; training and development significantly affects employee performance in Micro-Finance Institutions in Bambili, Cameroon,. The researcher concluded that; training and development enables employees to progress from a present state of understanding and capability to a future state in which higher level skills, knowledge and competencies are required, employees can be allowed to take on responsibilities that are important to the company, and acquire roles within the social framework of the organization, but they are expected to always act with the best interests of the company in mind, hence creating a good relationship between employees and the management,. Recommendations were; Micro-Finance Institutions should develop good training plans, and this will help to cater for issues

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surrounding quality of services, contract compliance, and customer service issues can be resolved internally before going out. The contribution to knowledge was that it is a fact career traning and development can be used to increase the level of employee performance in Micro-Finance Institutions in Bambili, Cameroon; The following are the common strategies which can be used by the Micro-Finance Institutions to measure employee performance levels; timeliness, quality of Service and feedback.

Keywords: *training, career development, workplace environment, employee performance*

1. Introduction

Globally, the success of any organization is closely related to employee performance within that organization. The quality of the employees' workplace environment has an impacts on their motivation level and hence performance (Heath, 2016).The numbers of micro and small enterprises and those working in the informal sector of the economy are growing rapidly around the world since 19th century which account for the bulk of new employment and for the majority of the working poor. In assessments of workplace environment and employment conditions, with issues such as health and occupational safety, maternity protection, work-family issues, homework, time spent at work, wages and income, work organization, sexual harassment, violence at work, workload, worker's welfare facilities, housing, nutrition and environment, the millions of women and men within micro and small size enterprises and the informal economy face perhaps the greatest problems among the working population (Rinehart, 2004). Conducive workplace environment ensures employee's wellbeing which will enable them exert themselves to their roles with full commitment that may translate to higher performance (Akinyele, 2007).

In Africa, many research studies have been conducted regarding the impact of workplace environment on employee performance. Levert, Lucas and Ortlep (2014) conducted a research study on South African nurses and found high fatigue on three levels: emotional exhaustion, de-personalization and low personal accomplishment. They attributed the nursing burnout to a high workload and other organizational factors within the hospital. In addition, Noble (2003) states that more attention should be given in identifying and dealing with workplace condition because when employees have negative perception to their environment they sometimes suffer from chronic stress. The workplace environment of any organization or institution generally includes three sub-environments. These are technical, human and organizational environments. Technical environment comprises tools, equipment, infrastructure and other technical elements; the human environment comprises peers, and colleagues with whom employees relate, team and work group, interactions, the leadership and management, while organizational environment, on the other hand, includes systems, procedures, practices, values and philosophies (Opperman, 2012). Work environment of an organization can also be categorized into internal and external work environment. The totality of these environments has an influence on the employee performance of microfinance institutions.

In Cameroon, the factors of workplace environment began changing as a result of changes in many factors such as the social environment, since the 1990s, information technology and the flexible ways of organizing work processes (Hasun & Makhbul, 2015). When employees are mentally stable (that is physically and emotionally) they will be motivated to work and their performance outcomes shall be increased. Moreover, a good workplace environment helps in reducing counterproductive behaviors such as number of absenteeism, theft and thus can increase the employee's performance which intern leads to

increased productivity at the workplace (*Boles et al*.2004). Workplace environment is argued have an impact immense on employee's performance being either with negative or the positive outcomes (Chandrasekar 2011).
In the world today, there are international organizations who fight for the rights of employee. Most people spend forty to fifty percent of their lives within a confined environment, which greatly influence their mental status, actions, abilities and performance (Dorgan, 1994). A better workplace environment will lead to better outcomes and increased productivity. Better physical condition of office will boosts the employees and ultimately improves their productivity. Various studies of multiple offices and office buildings indicated that factors such as dissatisfaction, cluttered workplaces and the physical environment are playing a major role in the loss of employee's performance (Briner, 2014).

2. Conceptual and Theoretical Perspective

Workplace Environment: Many scholars have attempted in recent past conceptualizing independent workplace environment Friedrich Engels (1845) and Henry Mayhew (1861). It could be defined as the settings, situations, conditions and circumstances under which people work. Further it's been elaborated by Briner (2014) as a very broad category that include the physical setting within the work place which includes heat, equipment's etc, characteristics of the job itself (e.g. workload, task complexity), broader organizational features (e.g. culture, history) and even aspects of the extra organizational setting (e.g. local labor market conditions, industry sector, work-home relationships). It therefore seems that workplace environment is the total of the interrelationship that exists amongst the employee's as well as employers and the environment in which these employees work which usually includes the technical, the human and the organizational environment.

According to Opperman (quoted in Yusuf and Metiboba 2012) gives consideration which needs to be taken into account when defining workplace environment which includes the technical environment, the human environment and the organizational environment. According to Yusf and Metiboba, technical environment refers to tools, equipment, technological infrastructure and other physical elements used within the workplace. The human environment includes the peers, others with whom employees relate, team and work groups, interactional issues, the leadership and management. The term workplace environment is used to describe the surrounding conditions in which an employee operates.

Employee Performance: Sinha (2001) stated that employees' performance depends on the willingness and also the openness of the employee's desire of doing their job. He also stated that by having this willingness and openness of the employees in doing their job, it could increase the employees' performance which also leads to the productivity. Stup (2003) also explained that to have a standard performance, employers will need to get the employees to do their task on track so as to achieve organizational goals. By having the work or job done on track, employers could be able to monitor, observe and help them to improve their performance.

Employees will always be contended when they feel that their immediate environment states are in line with their obligations (Farh, 2012). Chandrasekar (2011) stated that the type of workplace environment in which employees operate determines whether or not organizations will attain its goals and objectives. The workplace environment consists of physical factors which include the office layout and design among other factors; while the psychosocial factors made up of working conditions, role congruity and social support. Other aspects of the workplace environment are the policies which include employment conditions.

A better physical workplace environment boosts employees' performance. Employees in many organizations are faced with working problems related to workplace environmental and physical factors. It has been argued by Pech and Slade (2016) that the level of employee disengagement is increasing and it has become an area of interest for employers to make the workplaces an environment that positively influence workforce. Employees' comfort on the job, determined by workplace conditions and environment, has been recognized as an important factor for measuring their productivity (Leblebici, 2012). In today's dynamic and competitive business world, a healthy workplace environment makes good business sense. Managers should not just focus on the employees' pay packet with the assumption that it is proportionate to performance (Heath, 2016). Organizations deemed as a positive place to work will have a competitive edge over the others.

Employee performance refers to job related activities expected of a worker and how well those activities were executed (Leblebici, 2012). Employee performance is the process of creating a work environment or setting in which people are enabled to perform to the best of their abilities (Heath, 2016).

This study was guided by three theories, Taylor's (1911) theory, Maslow's (1943) Hierarchical level of need, Herzberg's (1959) two factor theory. Taylor (1911) asserted that one of the most important motivator of workers is salary and wages. According to Taylor, "non-incentive wage system will lead to low performance". He said that if employees are to receive the same wage irrespective of their individual contribution to the goal, they will work less and that employees will think working at a higher rate means fewer employees may be needed which discourages employees to work more (Gardner and Lambert 1972). While, Maslow (1943) argued that people work to survive and live through financial compensation, to make new friends, to have job

security, for a sense of achievement and to feel important in the society, to have a sense of identity, and most especially to have job satisfaction. All employees that have job satisfaction are high performers in their respective workplaces and finally, Herzberg's theory maintains there are factors within the workplace that leads to job satisfaction, but if absent; they don't lead to dissatisfaction but no satisfaction.

Those factors that motivate people can change over their time, but "respect for me as a person" is one of the top motivating factors at any stage of life. He distinguished between those factors that motivates for example, challenging work, recognition, responsibility which give positive satisfaction, and hygiene factors that do not motivate you if present, but in their absence demotivation arises they include, status, job security, salary and fringe benefit. The theory is sometimes called the "Motivator-Hygiene Theory. Herzberg's research proved that people will strive to achieve 'hygiene' needs because they are unhappy without them, but once satisfied the effect soon wears off - satisfaction is temporary. Nowadays same as in recent past, poorly managed organizations fail to understand that people are not 'motivated' by addressing 'hygiene' needs. People are only truly motivated by enabling them to reach for and satisfy the factors that Herzberg identified as real motivators, such as achievement, advancement, development, etc., which represent a far deeper level of meaning and fulfillment.

3. Empirical Review

Training and development on employee performance

Armstrong (2016) states that development is an unfolding process that enables people to progress from a present state of understanding and capability to a future state in which higher level skills, knowledge and competencies are required.

It takes the form of learning activities that prepare people to exercise wider or increased responsibilities. Tzafrir (2015) asserts that training is an important element in producing the human capital. It provides employees with the skills, abilities and knowledge required by the post. The objective of training is to achieve a change in the behaviour of those trained. This means that the trainees shall acquire new manipulative skills, technical knowledge and skills on the job in such a way as to aid in the achievement of organizational goals.

Training will help to bridge gap between what should happen and what is happening between desired targets or standards and actual levels of work performance (Armstrong, 2016). Training need is any sometimes shortfall in employee performance, or potential performance which can be remediated by appropriate training. There are many by which human decificiencies when in terms of performance can be overcome and that is by training, though not the only way. Employee performance may be seen as the result of congruence between training and development and organizational goal. Vast amount of research been published which has highlighted the various types of relationship that exists between training, deployment and common organizational measures like performance, productivity, competitive edge and effectiveness. In this study, the researcher concentrated more on the ties and links in between that brings together the concepts of training and deployment and then determines the impact of these combined concepts on performance and productivity.

Armstrong (2016) noted that training and development shouldn't be seen as the only thread which ties together all those human resource activities but also as they instrument used in establishing and signaling how and when workplace activities or practices should change. In order to achieve more, the employee being the human resource manager will need to creat a framework base on making decisions on micro-finance vision and strategic plan. In line with

the above is that, training helps an individual learn how to perform his present job satisfactorily which involves developing the individual or employee for a future job and growth of the individual in all respects. In short, development complements training because human resources can exert their full potential only when the learning process goes far beyond simple routine motivation lasts longer since they are concerned with quality of working life.

Nel et al (2001) assert that a motivated person has the awareness of specific goals that must be achieved in specific ways; therefore, his efforts are directed at achieving such goals. According to Mullins (2016) motivation is a key ingredient in employee performance and productivity. Though people might have clear work objectives, the right skills and supportive work environment, they will not get the work done without sufficient motivation to achieve those work objectives. He added that motivated employees are willing to exert a particular level of effort, for a certain amount of time, toward a particular goal. Motivation represents the complex forces and needs which provide the energy for an individual to perform a particular task. A motivated employee is always conscious of the goal to be achieved and directs his efforts towards attaining it.

Training is a key element for improved performance; it can increase the level of individual and organizational competency. Training holds the key to unlock the potential growth and development opportunities to achieve a competitive edge. Training programs helps in making acquaintance of employees with more advance technology and attaining robust competencies and skills in order to handle the functions and basics of newly introduced technical equipment. Training facilitates the updating of skills and lead to increase commitment, well – being, and sense of belonging, thus directly strengthening the organization's competitiveness (Acton and Golden, 2012; Karia and Ah-mad,

2014; Karia, 1999). Training has the distinct role in the achievement of an organizational goal by incorporating the interests of organization and the workforce (Stone R J. Human Resource Management, 2012). There is no doubt that training is important in all aspect for an organization. Training has traditionally been defined as the process by which individual-also change their skills, knowledge, attitudes, and/or behavior (Robbins and DeCenzo, 1998). The primary role of training is to improve the employees' skill for current and future du-ties and responsibilities.

Training helps them to change with aspects like technology and competition (Dessler 2014). Nowadays training is seen to be one of the most important factor in the business world as training goes a long way in increasing the efficiency and effective of those within the organization be they employees or employers to meet their goals and objectives. Training is important to enhance the capabilities of employees. Recent researches reveal that training enables most organizations meet their goals and objectives. In doing so employees are able to learn new work concepts, refresh their skills, improve their work attitude and boost productivity (Cole 2012). On the one hand, employee needs training to perform their job duties or at least to increase the quality and quantity of their work; on the other hand, skilled and efficient manpower is the most important success factor in achieving the goal of organizations. Training help in the updating of skills and leads to increase employee's commitment towards their well – being, and sense of belonging, thus directly strengthening the organization's competitiveness (Acton and Golden, 2012).

4. Methodology

This study employed a cross-sectional research design. Cross-sectional design allowed the study of the population at one specific time and the difference between the individual groups within the population to be compared. It also provided for the examination of the co-relationship between the study variables (Mugenda and Mugenda, 2003). The study also used Survey design; this was

used to collect data from a large sample of respondents. This study also followed a descriptive research design, whereby qualitative and quantitative research approaches were used to gain insight to variables; it was descriptive in that it described the characteristics of respondents.

Effects of Training and Career Development on Employee Performance in Micro-Finance Institutions in Bambili, Cameroon

One sample statistics:

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.524[a]	.274	.272	.41854
a. Predictors: (Constant), Training and development				

ANOVA[b]						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	23.992	1	23.992	136.963	.000[a]
	Residual	63.413	362	.175		
	Total	87.405	363			
a. Predictors: (Constant), Training and development						
b. Dependent Variable: employee performance						

Coefficients[a]						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.815	.075		24.228	.000
	Training and development	.329	.028	.524	11.703	.000
a. Dependent Variable: employee performance						

Regression analysis results in the Model Summary table revealed that training and development accounted for 27.4% on employee performance in Micro-Finance Institutions in Bambili, Cameroon and this was indicated by r-squared of 0.274 implying that training and development affect the employee performance in Micro-Finance Institutions in Bambili, Cameroon.

The ANOVA table indicated that training and development significantly affect the employee performance and this was indicated by the F-value=136.963 and Sig-value=.000, since the sig. value (0.000) was less than 0.05 and which is the maximum level of significance required to declare a significant effect. This implies that training and development highly affect the employee performance in Micro-Finance Institutions in Bambili, Cameroon.

The coefficients table indicated that considering the standard error, training and development significantly influence employee performance in Micro-Finance Institutions in Bambili, Cameroon (β=0.329, Sig=0. 000).

5. Conclusion and recommendation

According to the findings training and development have a positive significant effect on employee performance in Micro-Finance Institutions in Bambili, Cameroon. Hence concluding that training and development enables employees to progress from a present state of understanding and capability to a future state in which higher level skills, knowledge and competencies are required.

The study offers some recommendations that if pursued properly, will serve to improve the performance of employees' levels.

Micro-Finance Institutions should develop good training plans, and this will help to cater for issues surrounding quality of services, contract compliance, and customer service issues can be resolved internally before going out.

The researcher recommends that there is a need for psychological guidance for employees. This can ensure that all personal issues that employees have are ironed out especially within the right time frame. Also, it will allow the employees always have a place to look up to for assistance whenever they needed it.

The researcher recommends that there is a need for Micro-finance institutions to motivate the employees by providing working equipment to the employees, this encourage these employees to improve on the quality of services offered to clients and other stakeholders such that these clients can appreciate the quality of services offered, hence improving performance.

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