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REVIEW ARTICLE

THE DEATH OF CHADIAN PRESIDENT IDRISS DEBY AND THE STABILITY OF THE SAHEL REGION

RUSSELL THOMAS*

The sudden death on April 19, 2021 of Chadian President Idriss Déby Itno is creating a very dangerous vacuum in the Sahel region. Déby, who ruled Chad for 30 years, was killed while fighting rebels trying to overthrow his government. Few sub-Saharan African countries have the regional reach of Chad, and this is due essentially to its army-an army Déby was visiting when he was killed in a firefight, as Chadian troops battled with rebels from Libya. Chad has one of the most effective armies in sub-Saharan Africa and has, over the last 20 years, appeared on all fronts of the war against Jihadist groups in the Sahel. The army has also been involved in some neighboring civil wars, notably those in Sudan and the Central African Republic (CAR), and more indirectly in Libya. Déby built Chad's powerful army for a few reasons: to protect his regime from the constant ethnic rivalries and ambitions of various warlords from the country's north; and also, to achieve international recognition, credibility, and leverage in order to manage internal politics and use economic resources without interference. Déby, always received strong backing from the West, particularly France and the U.S., despite his autocratic rule and rampant government corruption. Chad is also widely recognized as an essential pillar of the G5 Sahel — a military alliance between Burkina Faso, Chad, Mali, Mauritania, and Niger, and heavily supported by France and the U.S.-to fight the region's powerful jihadist insurrection. The Chadian army is very familiar with the terrain, as its troops were critically involved in the 2013 Frenchled military operation to defend Mali from a takeover by

* Professor of International Politics & Diplomacy,Cavendish University Uganda

well-organized Islamic armed groups. Chad is also one of the top troop contributors to the United Nations Multidimensional Integrated Stabilization Mission in Mali, the peacekeeping operation set up in 2013 in Mali in response to the insurrection. Chad's military presence in the region is not limited to the Sahel. In 2015, along with troops from neighboring Niger, it played a major role in dislodging Boko Haram from Northern Nigeria. It liberated some large Nigerian cities that had been under the terrorist organization's control for months, and struck a near-fatal blow to the organization. Chad also played a role in the conflict in Central African Republic (CAR). A few years ago, it was involved with armed groups in CAR's northeast, assembled under a loose association called Seleka that occupied part of the country. Chad played a role in ending the conflict. Following the 2013 CAR civil war, Chad participated in the U.N. peacekeeping operation, contributing 850 troops, but left after being accused of human rights abuses and of being partial to the Muslim population. To manage his opponents, he made efforts to please Khartoum, while always showing that he could influence the civil war that was ravaging the west of the country through his ethnic and family connections. He did this with the Justice and Equality Movement (MJE), one of the main armed groups opposing President Omar alBashir. In 2005, tensions between the two countries became heated, with armed clashes at the border. Twice, armed groups coming from Sudan to overthrow Déby nearly reached the capital, N'Djamena. In response, Déby sent his troops to track the rebels and reached the suburbs of Khartoum, clearly showing that he could bring Chad's military might to bear on his adversaries. The group that entered Chad and ended up killing Deby in April came from southern Libya; they built up an impressive arsenal, probably through their involvement in the Libyan civil war. Déby's powerful army is an interesting mix of rebel groups and a modern army, making it very powerful but also highly dependent on Deby's personal involvement. Most of the high-ranking officers and elite troops are recruited from the northern tribes — principally the Zaghawa, but also the Goran and other groups more broadly known as Toubous. They possess very old and solid combat traditions, excellent knowledge of the desert, an astonishing physical endurance, and a lot of courage. The elite units are often comprised of family and clan members who know each other very well. The International Crisis Group estimates that 40% to 50% of Chad's budget goes to the country's

defense and security expenses. Despite its strength, the Chadian army also has significant weaknesses that could feed instability. First, the way the army acts toward the civilian population, with frequent exactions, limits its capacity to build up trust in ways that are essential for stability. Second, the army is marred by internal rivalry between commanders. Family rivalries or clan-based rivalries often extend inside the army The fact that so many of the elite soldiers are northerners means that they also tend to have strong connections to some of the rebel movements based in Sudan or Libya, which are often comprised of former soldiers of the Chadian army. Also, Deby's strong involvement in the army — which he often commanded directly in the field — is probably the biggest risk. He kept the army's internal cohesion through personal negotiations, meaning that many loyalties were to him and not to other high-ranking officers. An additional source of instability is Chad's tense and fragmented political landscape. Just days before his death, Deby was re-elected for a sixth consecutive term, with 80% of the vote; however, his hold on power was largely seen as a parody of democracy. His regime was autocratic, and while a decade ago he was making efforts to accommodate opponents and had some pretense of inclusiveness, his regime is now opaque, with most decisions made by a small group of friends and relatives. Just after his death, a Transitional Military Council was established, with 15 generals all very close to Deby; it is chaired by his son, a 37-year-old four star general. The council has suspended the constitution and declared an 18-month transition period. One of the main reasons for the move is certainly the fear that the army could disintegrate, but it is also to ensure that the clan of Deby keeps control of the army and the country. The political opposition and civil society have called the move a military coup and called for protests, as did the African Union. Neither France nor the U.S. said anything immediately, but after protesters died during demonstrations, they weighed in with condemnation of the killing. These are very delicate times for Chad and the entire region. The personalization of Deby's regime has left the country with extremely weak institutions. There is a real risk of serious infighting inside the army and the circles of power, even inside Deby's own family. Also, tensions with the political opposition are rapidly increasing. It seems clear that suspending the constitution will only make things worse. France, the European Union, and the U.S.(the main donors to Chad)-should put strong pressure on the Transitional Military Council

so that it engages in a more substantive dialogue with political factions and civil society than it has done so far. The council should also show that it is serious about organizing elections, as it said it would, much earlier than in 18 months, as announced. Under pressure, the council has just nominated a civilian prime minister. This is a good step. It should also nominate a government sufficiently representative of the country's different social groups, particularly ethnic groups from the south and center that have been marginalized. It would also be important for Western nations to pressure the new Libyan authorities, particularly General Haftar, to rapidly improve their control of various militias and armed groups in Libya. The ceasefire in this country has created opportunities for highly armed groups to look for opportunities abroad, as was the case when the Gadhafi's regime fell. While sustainable peace is critical for the long-term stability of Chad and the adjoining region, this must be accompanied by political will which, given the multiplicity of players, and the lack of trust between them may not be easy to achieve.

ACCOUNTABILITY AND TRANSPARENCY IN NIGERIA PUBLIC SECTOR: THE CASE OF COVID-19 PANDEMIC IN NIGERIA

OMOREDE, CHRISTIANA KAYINWAYE (Ph. D)[†] & ADODO, PEACE CHIDIEBUBE[‡]

Abstract

The paper investigated accountability and transparency in Nigeria public sector with specific focus on the COVID-19 pandemic. The design of the study is qualitative. It applies a descriptive research method to probe and determine the views of varied scholars on the concepts of accountability and transparency as well as public sector. On the other hand, theoretical framework of the paper was based on the public choice theory which posits that individuals are motivated by self-interest which gives them the greatest satisfaction. The secondary source of data collection was utilized while the logical argumentation was employed for data analysis. The paper revealed among others; food insecurity, hunger, poverty, and increased unemployment rate as a result of lack of accountability and transparency in relation to funds spent in respect of COVID-19 pandemic in Nigeria. This paper concludes that Nigeria is still facing an increased lack of accountability and transparency in the public sector as the country tries to curtail the COVID-19 pandemic impacts on its citizens.The paper therefore recommended among others that the public sector should be reformed to include sanctioning of defaulters found converting public funds and goods for personal use.

Keywords: Accountability, transparency, public sector, COVID-19, palliative.

Introduction

The quest for accountability and transparency originated when the public sector could no longer deliver effectively and efficiently as a result of corruption and dwindling resources (Oluwu, 2002a).The Nigeria Public Sector has its origins in organizations

[†] Department of Public Administration, Faculty of Social Sciences, University of Benin, Benin City

[‡] Department of Public Administration,Faculty of Social Sciences,University of Benin,Benin City

established by the British in colonial times. Nigeria gained full independence on 1stOctober 1960 under a constitution that provided for a parliamentary government and a substantial measure of self-government for the country's three regions. Since then, various panels have studied and made recommendations for reforming the NigeriaPublic Sector for accountability and transparency. The Public Sector has been undergoing gradual and systematic reforms and restructuring since May 29, 1999 after decades of military rule. In the recent years, the number and monetary value of public sector activities have increased substantially. This increase in activities has brought with it an added demand for accountability and transparency.

Due to the advent of the Coronavirus in Nigeria, several developmental strides have been initiated by the Federal Government to curtail the impact of the pandemic. With the continued increase in government expenditure in the welfare of the public through its agencies and departments, there is the need for more accountability and transparency to be fostered in Nigeria Public Sector especially with regards to managing COVID-19 funds across the country. To augment government efforts, some Civil Society Organisations launched and implemented different projects to support the poor and vulnerable while raising concerns about the gaps and areas of implementation. In Lagos state for instance, recommendations are made to the State government to promote accountability and transparency within the state (Akoni, 2020).

The pervasiveness of health system corruption implies that transparency and the accountability it enables are indispensable in achieving health objectives in normal times such as universal health coverage and to mitigate the spread and manage the impact of COVID-19 pandemic. It is therefore unsurprising that over the past months, African government including Nigeria have committed to mitigate the risk of corruption and fraud. These have included committing to (i) publishing COVID-19 procurement contracts above a minimum value; (ii) publishing names and beneficial ownership of companies awardedcontracts; (iii) more frequent internal audits; (iv) publishing expenditure reports; (v) specific budget lines for COVID-19 reporting.

It is against the background of the foregoing, that this paper is set to examine the accountability and transparency in Nigeria Public Sector: the case of COVID-19 pandemic in Nigeria.

Statement of The Problem

With the uncertainty of the long-term impact of the COVID-19 pandemic, there is need for speed, quality and sustainability of Nigeria's economic recovery which will be determined by the effectiveness of government response (World Bank, 2020). Before COVID-19 the number of Nigerians living in poverty was expected to increase by about two million largely due to population growth. Without bold reforms, strong fiscal and monetary policy actions, the report warns that the macroeconomic implication of COVID-19 in 2020 and 2021 will be severe – including the loss of life, and the possibility of five million more Nigerians being pushed into poverty – even if Nigeria manages to contain the spread of the virus (World Bank, 2020). The unprecedented crisis will require an unprecedented response from the entire Nigerian public sector in collaboration with the private sector to contain the outbreak, save lives and protect livelihoods of the poor and vulnerable (World Bank, 2020).

Despite its gloomy side, the COVID-19 pandemic offers a unique opportunity for local manufacturers in Nigeria to rise to the challenge of inadequate Personal Protective Equipment (PPE) supplies.There is the challenge of food insecurity as a result of hunger, poverty and malnutrition arising from lack of sufficient food. There is the challenge of increased unemployment rate across Nigeria. There is the challenge of accountability and transparency in relation to funds spent in respect of COVID-19 pandemic in Nigeria. To guide the direction of this paper therefore, it has become pertinent to ask the following questions. What constitute challenges ofCOVID-19 pandemic in Nigeria Public Sector? Are the re-intervention policies for managing COVID-19 pandemic in Nigeria? What are the causes of COVID-19 pandemicin Nigeria Public Sector? What efforts have government put in place to promote accountability and transparency in respect of COVID-19 pandemic palliatives administration in Nigeria Public Sector? This paper is thus set to examine the accountability and transparency in Nigeria Public Sector: the case of COVID-19 pandemic in Nigeria.

Objectives of The Study

The main objective of the paper is to investigate accountability and transparency in Nigeria Public Sector: the case of COVID-19 pandemic in Nigeria. However, the study seeks to achieve the following sub-objectives:

1. To determine what constitute challenges of managing COVID-19 pandemic in Nigeria Public Sector.
2. To ascertain measures that can be taken to tackle misappropriation of funds for managing COVID-19 pandemic in Nigeria Public Sector.
3. To investigate the causes of managing COVID-19 pandemic in Nigeria Public Sector.
4. To determine the extent to which Nigeria Public Sector has achieved accountability and transparency in respect of COVID-19 pandemic in Nigeria.

Conceptual Clarification

Accountability

Accountability is a concept deeply rooted in political power and public administration. It is the public servant report card on how public money is spent and used on behalf of the people. The first evidence of an ineffective administration is the absence of accountability. Accountability in its simplest definition is when the administrative agencies of a country are held responsible for their actions or inactions while carrying out their activities in the interest of the general public.

Tisne (2010:2) states: "Broadly speaking, accountability refers to the process of holding actors responsible for their actions. More specifically, it is the concept that individuals, agencies and organisations (public, private and civil society) are held responsible for executing their powers according to a certain standard (whether set mutually or not)."

By general consensus, accountability ideally involves both answerability – the responsibility of duty-bearers to provide information and justification about their actions and enforceability–the possibility of penalties or consequences for failing to answer accountability claims (Goetz & Jenkins, 2005).

Mulgan (2003) defines accountability as a relationship of social interaction and exchange involving complementary rights on the part of the account-holder and obligation on the part of the accountor. Mulgan stresses a number of defining features. First, it is external which means that account is given to some other person(s) or body outside the person(s) or body being held accountable. Accountability is distinguished from 'responsibility' which concerns internal norms and values. Second, it also involves social interaction and exchange. Third, it implies some rights of authority. The relationship is unequal, because the account-holder has some kind of moral authority over the accountor. Yet, this does not necessarily entail actual or formal power (Mulgan, 2003).

Transparency

The notion of accountability and transparency are very connected. Transparency is an instrument of accountability. Transparency simply put is when government agencies are open, honest and clear with the utilization of public funds.

According to Transparency International, transparency is a 'characteristic of government, companies, organsations and individuals of being open in the clear disclosure of information rules, plans, processes and actions' (Transparency International 2009:44).

According to Vian, Kohler, Forte and Dimancesco (2017) there are four general types of mechanisms to promote access to information (and transparency) exist: access (1) through public dissemination, where information is provided by the organisation in publications or on websites or made available in public reading rooms; (2) by request, either as required by law (or lawsuits) or by discretionary decision of the organisation; (3) through meetings, or closed meetings; and (4) through informal means, such as whistleblowing or leaks when confidential documents are provided to individuals, government agencies, other groups, or the press (generally in order to focus attention on mismanagement or corruption).

Public Sector

Public sector in its simplest form isany agency of the government created by law to carry out public functions.

The 1999 constitution of the Federal Republic of Nigeria did not really define public sector but instead interpreted civil service to mean, "Service of the Federation in a civil capacity as staff of the office of the President, the Vice-President, a ministry or department of the government of the Federation assigned with the responsibility for any business of the Government of the Federation", - Part 4, section 318.

In Nigeria, the country's government bureaucracy is the public service. This is because government at whatever level enunciates and implements its policies, programmes and project through the instrumentality of the public service. Most public services are service-oriented.

Conceptual Aanalysis

The three basic concepts that are central to the paper are accountability, transparency and public sector. Efe (2006) observed that a country with abundant human and natural resources will tend to become the honey pot for predators in the public sector. Nkoma (2004) maintained that public accountability is the requirement that those who hold public trust should be accountable for the use of that trust to citizens or their representative. Iyoha and Oyerinde (2009) referred to the relationship between statutory and public office holders as that of principal-agent relationship where the public officers are statutorily required to demonstrate proper accountability, transparency and effectiveness in the utilization of public funds. Lack of transparency in the public sector is as a result of poor implementation of law (Madumere & Okegbe, 2014).

Public Perception On Covid-19 Palliative

The End Special Anti-Robbery Squad (SARS) has been described as probably one of the land mark acts of resistance in the history of Nigeria. Thousands of protesters from various states had occupied major cities from 7th to 20th of October demanding the disbandment of the SARS unit amidst agitations for good governance (Olugbenga, 2020). Though initially peaceful and coordinated, the protest took a new twist immediately it was hijacked by the fiery youths. Olugbenga (2020) discovered that a day after the Lekki shootings, it culminated in forceful retrieval of public and private properties widely blamed on years of systemic failure and lack of accountability and

transparency shown by some public officials. Olugbenga further observed that aggrieved persons stormed various locations across Nigeria carting away bags of rice, cartons of noodles and other food items which were meant to cushion the effect of the COVID-19 pandemic lockdown; the state government deliberately hoarded the palliatives despite evidence of hardship in the country. Igomu (2020) discovered that the Socio-Economic Rights and Accountability Project (SERAP) has urged the Independent Corrupt Practices and other Related Offences Commission (ICPC) to investigate and prosecute any person who is engaged in any acts of corruption through the mismanagement and hoarding of COVID-19 funds and palliatives by state government. Also, stakeholders in the anti-corruption drive in the country have decried not only the rise in fraud and corruption risk during the coronavirus pandemic but also the billions of dollars lost annually through illicit financial flows from Nigeria in particular and Africa in general.

OVERVIEW OF NIGERIA'S FISCAL POLICY RESPONSE TO COVID-19 PANDEMIC

With the outbreak of Covid-19 pandemic in Nigeria, the Nigerian government embarked on the following policies (PwCNigeria's Webinar, 2020);

1. Contingency funds of #984million ($2.7million) were released to Nigeria's Centre for Disease Control (NCDC) and an additional #6.5billion ($18million) planned.
2. Establishment of N500billion COVID-19 Crisis Intervention Fund which will be channeled to the upgrade of the healthcare facilities at the national and state level, as well as provide intervention for states.
3. Approval of the employment of 774,000 Nigerians youths to ameliorate the sufferings caused by COVID-19 in the country. The 774,000 youths will be engaged in special public work programme aimed at cushioning the effects of economic downtown. Each of the 774 local government areas in the country will be allotted 1,000 slots.
4. Three-month repayment moratorium for all Trader Money, Market Money and farmers Money loans with immediate effect. Similar moratorium above

to be given to all federal government – funded loans issued by the Bank of Industry, Bank of Agriculture and the Nigerian Export Import Bank.

5. #15billion grant from the federal government to the Lagos state government.
6. Conditional Cash Transfer for the next two months to be paid immediately to the most vulnerable at internally displaced persons camps.
7. Due to the reduction in global oil prices, the government reduced the petrol pump price from NGN145 per litre to #123.50 per litre on April 1st 2020.
8. Suspension of the proposed increase of electricity tariffs by the electricity distribution companies (DISCOS).
9. Waiver of import duty on medical equipment, medicines, protective equipment for the treatment of COVID-19.
10. All 43 cabinet ministers donated 50 percent of their March 2020 salaries to support the federal government's efforts.

The Central Bank of Nigeria (CBN) is expected to provide N50billion to firms affected by the coronavirus and is increasing credit to the health sector. In addition, the bankers committee pledged to provide N3.5trillion in support to pharmaceutical companies, assist essential health companies in purchasing raw materials and encouraging local production of drugs (Op-Ed, 2020). Whilst these stimulants are necessary to spur economic growth, structural policy changes are required to achieve macroeconomic stability and long-term sustainability growth. It has been observed that the average size of the stimulus package as a percentage of GDP in advanced economies is 12 percent. The United States, for instance is 11 percent, while in South Africa the average stimulus is 0.4 percent of GDP. Therefore, a stimulus package of 0.34 percent of GDP in Nigeria is totally insignificant and unlikely to boost the economy (Op-Ed, 2020). In order to reduce unemployment and poverty which are inevitably linked to the COVID-19 pandemic, it is imperative that policy makers provide relief packages tailored particularly to Nigeria's vulnerable citizens. It is imperative for Nigeria to ease the financial burden ensuing from the lockdown and cushioning the aftermath of the COVID-19 pandemic (Op-Ed, 2020). It is in line with this that this paper is focused onaccountability and transparency in Nigeria Public Sector: the case of COVID-19 Pandemic palliatives administration in Nigeria

THEORETICAL FRAMEWORK

Several development scholars/ theorists such as Mueller (1976), Mclean (1991), Felkins (1997), Todaro and Smith (2004), Downs (1967), and Heywood (2007) have provided theoretical basis for understanding the concept "public choice or the rational choice." The public choice theory also known as the new political economy approach according to Todaro and Smith (2004:129) on the discourse argue that based on the level of corruption and other administrative abuses, government can do nothing right. The rational choice theorists view human beings as rationally self-seeking creatures or utility maximizers (Heywood, 2007). Rational choice holds that individuals must anticipate the outcomes of alternative courses of actions and calculate that which will be best for them. Rational individuals choose the alternative that is likely to give them the greatest satisfaction (Heath, 1976; Carling, 1992; and Coleman, 1973). In line with the above, the public choice theory assumes that politician, bureaucrats, citizens and the state act solely from a self-interested perspective using their power and the authority of government for their own selfish ends (Todaro and Smith, 2011). Downs (1967) aligned that motivation of individuals in public offices are varied such as power, more income, prestige, personality, loyalty, and security among others. Mueller (1976) emphasised that within the basic behavioural assumptions of public choice the aspirations of individuals are selfishness, rationale, and maximisation of their interest (Mueller, 1976:396).In the literature, the acknowledgement on the admittance that politicians act with personal interests similar to the individuals is regarded as one of the most important contributions of public choice theory (Felkins, 1997:1). Public choice is conceptualised as the application of economical methods on two main problems of politics, the collective action problem and the problem of collecting the choices (Mclean, 1991:9).

Public choice analysis claims to take preferences as given and to us the rational choice model of utility maximisation to understand human behaviour (Black, 1948a; Buchanan and Gordon, 1962; and Buchanan, 1984). The theory adopts a mythological individualist position and attempts to explain all social phenomena in terms of the rational calculations made by self-interested individuals (Kelman, 1987; Scott, 1995).

Hence, this paper adopts the public choice theory. The public choice theory which is sometimes called social choice, rational choice or formal theory originated with economists and involves applying the principles of microeconomic theory to the analysis and explanation of political behaviour. James Buchanan and Gordon Tullock are credited with being the primary developers of public choice theory in their book, Calculus of Consent which was published in 1962. Buchanan and Tullock (1962) stated that the basic motives and interests remain the same, since that person is the same individual; even individuals cross from personal space to public space (Buchanan and Tullock, 1962:23).

Some of the assumptions of pubic choice theory are:

1. Political actors like economic actors, act rationally in pursuing their own self-interest.
2. Politicians are guided by their own self-interest rather than an altruistic commitment to such goals as statesmanship or the national interest.
3. Public choice theorists seek to know whether democracy is efficient.
4. Public choice theory involves individualism. The individual decision maker is the primary unit of analysis and theory.
5. The individual values are assumed to be more important than other values – collective, organisational or social.

The behaviour of public sector bureaucrats is at the heart of public choice theory. The bureaucrats who are supposed to work in the public interest to the growth and development of the general society embark on policies which promote their own self-interests. This theory will enable us develop a more practical approach on the accountability and transparency in Nigeria Public Sector: the case of COVID-19 pandemic in Nigeria.

COVID-19 PANDEMIC IN NIGERIA: CHALLENGES AND REALITIES

The shortage of Personal Protective Equipment (PPE) caused by rising demand, panic buying, hoarding and misuse has endangered many health workers worldwide (World Economic Forum, 2020). Since the start of the COVID-19 outbreak, the prices of protective gadgets have surged, prompting the World Health Organisation

(WHO) to call on industries and governments to increase manufacturing by 40 percent to meet rising global demands (World Economic Forum, 2020). Initially, Nigeria received PPE from WHO and China, but the current statistics demand proactive measures in boosting the production of PPE locally. A ray of hope came when the Nigerian military said it has successfully produced a ventilator using locally sourced components and has also begun mass production of PPE kits (World Economic Forum, 2020). The state-run Defence Industries Corporation of Nigeria (DICON) which is responsible for producing defence equipment and civilian products, has been granted approval by the federal government to produce thousands of high-quality non-permeable PPE kits; with each unit consisting of standardised gowns, face shields and masks to be sold at affordable rates (World Economic Forum, 2020). In recent times, it has been observed that the COVID-19 pandemic has made the tailors in Aba, the commercial centre of Abia state to use local fabrics such as cotton and polypropylene in order to manufacture PPE. With COVID-19 cases on the rise in Nigeria, the Abia state government released #12million ($31,000) grant to support tailors to make protective gear (World Economic Forum, 2020). The COVID-19 pandemic has led to a new dawn for manufacturing sector in Nigeria but there are several challenges across the country.

There is the challenge of food insecurity as a result of hunger, poverty and malnutrition arising from lack of sufficient food. In a bid to curb the spread of coronavirus that has infected over 3,000 people and killed over 100 people in Nigeria, a five weeks lockdown in Abuja, Lagos and Ogun state was in effect (Adeshokan, 2020). It has been discovered that as the number of people out in the street came to a near halt, the price of food took off, creating a difficult situation for many Nigerians. Adeshokan (2020) argued that the lockdown and the extension were not done properly by the government because government was unable to plan; the prices of food went up and it might never come down. The general prices of food in Nigeria had already increased after the government shut its borders, particularly those with neighboring Benin Republic in an effort to stem the smuggling of rice (Adeshokan, 2020). Ayoade (2020) argued that the prices of goods has skyrocketed, many essential products like water and food items have doubled in price due to panic buying and

hoarding as supplies exceeds the demand. Ayoade (2020) found out that a loaf of bread which sold between N300 to N350 before the advent of COVID-19 pandemic now sells for #400 to #450. Ayoade (2020) further discovered that a basket of tomatoes that sold for #500 to #600 before the COVID-19 pandemic now sells between the ranges of #1,700 and #1,800; likewise a kilo of meat increased in cost from #1,000 to #1,500 on the average. A bag of pure water sachet that is essential in every home doubled in price from #100 to between the ranges of #150 and #200. In recent times, it has been discovered that there is an increase in the cost of transportation as a result of the social distancing measures; it has become mandatory for public vehicles to reduce the number of passengers carried at a time. Due to this requirement, few commercial drivers plying the road increased the fare cost to meet the shortfall of the limited numbers it conveys per time. Adeshokan (2020) observed thatin order to help alleviate problems in the country, the Central Bank of Nigeria (CBN) has announced a freeze on loan repayments which policy experts have argued is too small to matter. The government also announced a freeze on loan repayments for farmers and small businesses. But a lack of infrastructure means that there is very little trickle-down in governments activities (Adeshokan, 2020).

There is the challenge of increased unemployment rate across Nigeria. Before COVID-19, Nigeria's unemployment rate was already sky high at 23.1 percent while underemployment stood at 16 percent according to a 2018 report by the National Bureau of Statistics (NBS, 2018). In May, 2019, Minister of Labour and Employment Chris Ngige said the federal government forecast an unemployment rate of 33.5 percent by 2020 (Okunola, 2020). Since the advent of COVID-19 pandemic, however, the situation has gotten worse – Vice President Yemi Osinbajo, who chairs Nigeria's Economic Sustainability Committee (ESC) said the government anticipated 39.4million job losses by December due to the COVID-19 pandemic (Okunola, 2020). In recent times, it has been alleged that more Nigerians, especially in the lower middle class could potentially be forced to live below the poverty line. In Nigeria, 40.1 percent of total population were classified as poor (NBS, 2019). In other words, on average 4 out of 10 individuals in Nigeria has real per capita expenditures below 137,430 naira ($354) per year; this translates to over 82.9million Nigerians who are

considered poor by national standards (NBS, 2019). In 2019, the World Poverty Clock ranked Nigeria as the poverty capital of the world with an estimated 89.1million people – out of a population of 196million – living in extreme poverty (Okunola, 2020). Those numbers are likely to increase as a result of COVID-19 pandemic impact on businesses and the resulting job losses. In recent times, it has been discovered that Small and Medium-sized Enterprises (SMEs) which are responsible for most of Nigeria's employment are the hardest hit. Okunola (2020) further discovered that SMEs account for 96 percent of businesses and 84 percent of jobs (compared to 53 percent in the United States and 65 percent in Europe) and for the last five years, they have contributed almost half of Nigeria's GDP. Over 40 percent of Nigerians employed in non-farming enterprises reported a loss of income between April and May 2020 (Olurounbi, 2020).

There is the challenge of accountability and transparency in relation to funds spent in respect of COVID-19 pandemic in Nigeria. The Cash Transfer Programme of the federal government comprises of 80 percent of the returned $322.5million Abacha loot and 20 percent World Bank loan (ANEEJ, 2020). Omeje (2018) discovered that the #5,000 monthly cash transfer is ultimately to lift the recipients or beneficiaries out of poverty. The Centre for Investigative Reporting (2018) confirmed the existence and operations of the scheme but revealed that poorest Nigerians were deprived (not captured) as beneficiaries in many states (Ojetunde, 2020). As at December 2016, only 297,973 caregivers are currently paid in what appears as a "drop in the ocean" (Ojetunde, 2020). Omeje (2018) argued that estimates suggest that about 87 million Nigerians – 44 percent of the country's population of 196 million – live below the International Poverty Line of $1.90 (#684) a day. Dramatically and amidst controversies, the administration of the funds and payments stopped in December 2019 (CODE, 2020). Recall that Nigeria held her general elections in February 2019 and the stoppage may not be unconnected with the conclusion of the general election (CODE, 2020). Stakeholders and close observers are known for complaints about lack of sustainable structure for the administration of the scheme; selection bias; undue political consideration and interference during disbursement; questions on data management and credibility; and opacity in the management of the programme. The-

se are some of the resounding pitfalls of the initiative (Sahara Reporters, 2020). Ologun (2020) discovered that the distribution of relief materials meant to cushion the effects of the sit-at-home order in the Federal Capital Territory (FCT) as a result of coronavirus entered its second week with series of complaints by residents who alleged that officials shared the items to selected people. Ologun (2020) further argued that several residents in Kwali, Abaji, Kuje and Gwagwalada area councils complained that only indigenes and members of the ruling political party benefited from the palliatives while non-indigenes were ignored. One of the assumptions of the public choice theory is that politicians are guided by their self-interest rather than an altruistic commitment to such goals as statesmanship or the national interest. This explains why political actors like economic actors act rationally in pursuing their own self-interest. Ojetunde (2020) argument that there is high level of favouritism and bias with the distribution of COVID-19 palliatives to Nigerians across the country is corroborated by Eranga (2020) in his view that "…lamentations have trailed the distribution of government palliatives by the masses." He further emphasised the point that Citizens alleged that the process of distribution of palliatives had been politicised. In Edo state for example, most of the residence claimed that they were not aware if any palliatives were shared in their localities. It was also alleged that the palliatives were hijacked and staked by politicians for their private use. It is to be noted that though beneficiaries of the Conditional Cash Transfer are drawn from the National Social Register (NSR) based on community-based targeting, not all individuals and households in the register were benefiting from the cash transfer (Ojetunde, 2020). The federal government since the outbreak of the novel coronavirus is channeling COVID-19 palliatives through the scheme despite the criticisms and allegations of selection bias and undue political interferences during disbursement. Nigerians complain that the stimulus packages announced by the federal and Lagos state government to cushion the effects of the lockdown imposed on some states and the Federal Capital Territory to contain the further spread of the coronavirus (COVID 19) pandemic have not been sincerely deployed (Business Day on April 19 2020). This shows lack of transparency and accountability in the system. Ojetunde (2020) further discovered that the latest data and statistics from National Social Safety-Nets Coordinating Office (NASSCO,2020) had revealed the total number of all house-

holds and individuals on the register, showing that 2.64million and 11million households and individuals respectively have been captured on the register from 35 states and the FCT excluding Ogun and Ebonyi states. Why some states were excluded from a national programme which began in 2016 cast questions on its transparency, accountability and credibility in relation to the national development of the country at large.



Fig. 1:A Chaotic scene of people struggling and scrambling over food palliative on top of a truck.Adapted from Peter Ezeah, (2020)health asset.org assessed 7/6/2021).

CONCLUSION

The study focused onAccountability and Transparency in Nigeria Public Sector: The Case of Covid-19 Pandemic administration in Nigeria. The study argued and recognised the need to involve shareholders in public activities as this will be relevant in the development of a suitable platform for accountability and transparency of such schemes in the public sector. Only a proper platform for engagement with the affected people can guarantee a fair intervention process. This paper concludes that Nigeria is still facing an increased lack of accountability and transparency in the public sector as the country tries to curtail the COVID-19 pandemic impacts on its citizens. The implication of the attendant scenarios are continuing uncertainties in developmental

strides of the country; with the resultant effects of food insecurity, poverty, unemployment among others.

The need for mass orientation and sensitisation of residence on the need to understand government's efforts and adhere to law and order in public welfare programmes cannot be overemphasised. When the citizens are enlightened, they will understand government intentions and obey simple laws and order as well as trust government's genuineness in its intervention programmes. On the other hand, government agencies should be trained to be more transparent and accountable with public funds and goods.

RECOMMENDATIONS

The following will assist the Nigerian government in ensuring accountability and transparency in the Nigeria Public Service in relation to the case of COVID-19 pandemic in Nigeria. These recommendations are:

a) The Public sector should be reformed to include sanctioning of defaulters found converting public funds and goods into private use.
b) The achievement of a healthy nation and combating the novel coronavirus will be fully actualized if Nigerians needs are achieved by government plans and programmes without favoritism and selection bias. Political actors should endeavor to promote national interest above self-interest.
c) Food sustainability is the desire of any progressive nation. Nigeria need to boost the productive capacity of the agricultural sector with the introduction of modern techniques for harvesting, storage, preservation and processing of agricultural products which will be used to sustain the growingpopulation needs.Nigeria needs to broaden the scope of the n-power scheme to be able to provide job opportunities for the unemployed across the country. There should also be provisions for citizens' welfare packages especially those who are yet to have a job to be given monthly allowances that can be used to sustain their feeding.

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EVALUATION OF ASUU-GOVERNMENT CONFLICTS IN NIGERIAN UNIVERSITIES: IMPLICATIONS ON NATIONAL DEVELOPMENT

PROF. DAVID O. ADEYEMO, (Ph.D.)[§] OKEME, UKWUMONU PATRICK (Ph.D.)[**] , ABAH, O. EMMANUEL (Ph.D.)[††], GIMBA SHABA[‡‡] ALIH MUSA[§§], & ABDULLAHI, H. MOHAMMED[***]

ABSTRACT

This paper examines ASUU-Government Conflicts in Nigerian Universities and discusses its implications on national development. The research statement of problem is centered on the persistent and recurrent strike actions in Nigerian Universities. It is worthy to note that both Federal and State governments are the employers of lecturers in Nigerian state universities and the lecturers in the universities formed an association known as Academic Staff Union of Universities (ASUU). ASUU always demand for better conditions of service which the government have not been able to fulfil. The objective of the study therefore is to investigate the causes and effects of ASUU conflicts in Nigerian Universities and implications on national development (2010-2017). In gathering the relevant data for this paper the secondary source of data collection method was used. The study found out that bad leadership style, nonepayment of salaries and earned academic allowances, inadequate funding, none fulfillment of agreements reached between labour and government, poor staff welfare, non-payment of salary arrears, and proscription of Unions in the country public sector organizations are the major causes of the industrial conflict. The study recommends that the university management and government at all levels should encourage democratic leadership styles in conflict management and resolution and that collective bargaining and consensus should be encouraged and not threats of displacement, strikes and lock outs from either side. That there should be adequate funding of

[§] Department Of Local Government And Development Studies, Faculty of Administration Obafemi Awolowo University, Ile-Ife-Nigeria

[**] Department Of Public Administration Kogi State University, Anyigba-Nigeria

[††] Department Of Public Administration, Kogi State University, Anyigba-Nigeria

[‡‡] Faculty Of Law ,Kogi State University, Anyigba-Nigeria

[§§] Department Of Public Administration, Kogi State University, Anyigba-Nigeria

[***] Department of Business Administration ,Kogi State University, Anyigba-Nigeria

universities, salaries and Earned Academic Allowances (EAA) should be paid promptly and non-payment of arrears owed should not be condoned. Finally, the management of universities should adopt the participative democratic decision making approach involving the management, government and ASUU (Unions). This will ensure that all interests of unions were sort and represented properly.

Key words: ASUU, Labour Conflict, Conflict, Strike, and Government/Management

Introduction

Labour conflicts or industrial conflicts are the same just as the same sides of a coin and it is very central to the growth of formal organizations and a nation's economy in general. The importance of labour and management relations cannot be overemphasized in any country or organization and Nigeria Universities are not an exception. Labour unions in Nigeria are under the umbrella of the Nigeria Labour Congress (NLC) and they can affect the productivity of any nation positively when all things are equal based on effective welfare care of its members and could turn negatively into labour conflicts when there is no effective welfare and care of these union members by management or their employees as the case might be.

Trade Disputes Decree No, 7 of 1976 to this effect recognizes labour conflicts and management relations and defines it as:

> *Any dispute between employers and workers or between workers and employers which is connected with the employment or non- employment or the terms of employment and physical conditions or work of any person is referred to as industrial dispute or conflict.*

Industrial relations in Nigeria was imported from Britain. The then colonial administration in Nigeria was concerned mainly with the establishment of voluntary system to guide unions and their employers in their relationships. But after independence, from 1960 a shift occurred that made government an active party in the industrial relations system in Nigeria. Consequently, the government over the years then continually played an active role concerning issues of industrial relations through establishing new labour legislations, policy statements and other administrative measures through the office of Federal Minister of Labour and Employment in Nigeria presently headed by Chris Ngige.

For instance, in December 1975, the government published its national labour policy, in which it admitted to direct intervention, which she merely called pursuing the policy of guided democracy in labour matters. This according to the government will involve limited government intervention in certain area of labour activities in order to ensure industrial peace, progress and harmony. With regard to trade disputes settlement, the trade dispute Act of 1976 has elaborate statutory machinery for settlement

of disputes. Arbitration is still made compulsory and the awards of conciliation and the Industrial Arbitration Panel (lAP) were confirmed and those of the National Industrial Court (NIC) are binding on the employers and workers concerned, while strikes and lock outs are no longer banned.

The University occupies a very strategic place in the production of high level of manpower for the sustenance of any nation. Universities represent the most important part of the educational system because it is at this level, the future is not only anticipated but made through the kind of knowledge generated and disseminated to all other members of the society (Akereke, 2017).

Despite the immense benefits of the University education to nation building or national development, the potentials of the system in developing countries to fulfill these responsibilities are frequently thwarted by corrupt and insincere government unfulfilled agreements from the negotiation table. Anarodo (2015), posited that workers in the University system organizes themselves into different unions among which are the Academic Staff Unions of University (ASUU), The Senior Staff Association of Nigeria Universities (SSANU), The Non-Academic Staff Unions of Universities (NASU), Association of University Technologists of Nigeria (ASUTON), The Senior Staff Association of the University Teaching Hospital (SAUTH), Research Institutes and Allied Institutions among others with the purpose of protecting and furthering its group interests. It is to be noted that these unions, in their various district branches are independent. This means that a breakdown in the activity of one can affect the entire University system and in most cases when a particular district is affected other Universities in the same vein embarks on solidarity strike, lock-out or other forms of avowal. According to Otobo (2016) the extent of ASUU industrial crisis in Nigerian Universities can be better appreciated when considered from the point of view of its wider effects on the nation at large. The magnitude of the problem of funding the University systems or the tertiary institutions has led to a series of strikes by the Nigerian Union of Teachers (NUT), Academic Staff Union of Universities (ASUU), Non- Academic Staff Union of Universities (NASUU) and other bodies responsible for organizing aggrieved workers strike actions (Anioke, 2019).

Statement of Problem

One of the most fundamental problems currently destabilizing the survival of Nigerian Universities is recurrent strike actions perceived to be due to bad leadership style, none payment of salaries and earned academic allowances, inadequate funding, none fulfillment of agreements reached between labour and government, poor staff welfare, non-payment of salary arrears, and proscription of Unions in the country public sector organizations. Worthy to note even staff informal cooperative thrift societies in Nigerian Universities are denied their autonomy to elect their cooperative Executives due to the financial interests of the University management over them. Therefore it

has been suppression, oppression, and subjugation; a type of subordination of general interest to individual interest and government supposed practice of bureaucracy has become only in theory instead of been an honest practice. Workers therefore are made to be lacking self esteem and therefore exposed to servitude. All these come within the purview of labour relations and have no good for Nigeria's nascent democracy and the sustenance of educational development.

According to Egwu (2016) the Academic Staff Union of Universities (ASUU) and the Federal government of Nigeria (FGN) have been engaged in a prolonged labour conflicts over several issues of importance to the union, including poor wages and service conditions of academic staff members in government owned Universities across the country, the problem of underfunding and infrastructural neglect in Nigerian Universities as well as the lack of autonomy and academic freedom which union members claim to be limiting the quality of teaching, research, scholarship and innovation as these issues represent amongst others the primary causes of the disputes.

There are other perceived problems such as job insecurity, poor condition of work, low remuneration, social insecurity, poor compensation, poor pension scheme, delayed promotions and non implementation of promotion financial benefits. All these challenges results to the dimming of employee's career prospects and the none-realization of self actualization plans. It is a known fact that people work for various reasons, but one of it is that, they must earn an income for the sustenance their livelihood and to meet up with social needs and responsibilities too.

This view is supported by Anarodo (2015) as he identifies some of the factors that could lead to labour conflicts in the public sector (like the Universities) and industries such as irregular or non-payment of salaries, wages and incentives as internal factors that could lead to labour conflict. Others are improper termination of appointment, conditions of employment that does not make for average living, poor guidelines for motivation and promotions in the organization, cumbersome grievance and dispute procedure, breach of collective agreement and anti-union actions. Holt, Havid and Brau (2017) supported this view by saying that "when employers are wicked to workers union under trade group or victimize them, it could lead to the external causes of labour conflict". Mitroff (2017) supported this view as ranging from government poor economic and industrial policies; when government labour laws contain provisions that do not protect adequately the interests of workers and the government indulges in all forms of economic mismanagement and unequal distribution of power in the society. According to Chukwu, (2018) distrust, antagonism, victimization, blackmail, hostility, stagnation of promotions, bitterness and relative payment of salaries have also been perceived among others as the major problems which influence the incessant labour conflicts between ASUU and management/government in Nigerian Universities till today.

There is potential for conflict in practically every decision exercised by the University management or government if not properly coached with polished and considerate leadership style. Coupled with the present spate of economic challenges with the present economic recession in the country and political issues; all these may occupy the entire stage as internal wrangling forces among staff through union demands for improved welfare and the myriads of corporate social responsibilities consequently evolves and all these impacts greatly on organizational performance and failure for the management to meet up to these demands results to strike actions. Consequently the management and lecturers oftentimes see one another as adversaries, not as those working toward a common goal, as is generally the case between employers and employees in most organizations. There have been so many cases of disagreements either between the management and ASUU. The disagreements usually results in strike, lock-out, sabotage, out-put restrictions etc. The effect of these ASUU conflicts falls on the citizens who in one way or the other depend heavily on the service of the conflicting organizations.

Consequently, the striking lecturers are demanding for better working conditions and for the fulfillment of their reached agreement and negotiations in 2016 with the Federal Government. Amongst other reasons for the strike are:

1. The sum of N825 billion naira areas of funds for the revitalization of public Universities as spelt out in the 2013 Memorandum of understanding among others. There is the issue of Un-cleared Earned Allowances totaling N53 billion.
2. Non-release and none-registration of the operational license of the Nigerian Universities Pension Commission Management Company (NUPEMCO) and other pension matters of the Union.
3. Fractionalization of salaries in federal Universities.
4. Gross underfunding and non-funding of state Universities.
5. Non-payment of arrears and the implementation of Earned Academic Allowances.
6. The Kogi State University ASUU has been allegedly proscribed since 2017 by Kogi State government amongst other KSU ASUU petitions (See: Vanguard News Paper, Tuesday, April 25^{th,} 2017).
7. Buttressing the history of ASUU experiences of proscription/banning, for instance in May and July 1992 Federal Universities ASUU went on strike due to the failure of negotiations between the union and the federal government over the working conditions in Nigerian Universities. An agreement was reached in September 1992. In 1993, ASUU was Proscribed or Banned again because it refused the order of Industrial Arbitration Panel (IAP) to suspend industrial action and return to negotiation table.
8. In solidarity over Benue State University internal strike action of 2017 over none-payment of salaries.

   The Federal Government has admitted that its failure to fulfill the agreements reached with the Academic Staff Union of Universities (ASUU) caused the latest strike by the lecturers.

Source: ASUU Official Publications (2017).

Methodology

In this study the researcher adopted the content analysis or desk-study research design. This is because a major part of information needed can best be sourced from available and reliable sources. In gathering the relevant data for this study the secondary source of data collection method was used.

Operational Definition of Key Concepts

For the purpose of this research, the following terms are used in the following contexts:

Management: This is the group of individuals responsible for formulating decisions, employment and initiating appropriate actions in an organization (Chukwu, 2018).

Industrial Relations: These are a whole web of human social relations or interactions at work place between the employees and the employers which is predicated upon and arises out of the employment contract. It also entails any event or interplay between the employer and employees. It starts with the job interview and ends throughout the working life time of an employee. Another usage of industrial relation limits it to Labour/Union management relation (Chukwuemeka, 2011).

Conflict: This is a situation in which people, groups or countries are involved in a serious disagreement or argument due to clash of interest (Chukwuemeka, 2019).

Labour/Industrial Conflict: This refers to as dissatisfaction arising from the interaction between the labour and management in the work place which has a bearing on condition of employment (Chukwuemeka (2019).

Strike: Section 037 of the Trade Dispute Decree No 7 of 1977 defines "strike" as "the cessation of work by a body of persons employed acting in combinations or a concerted refusal or a refusal tinder a common understanding of any number of 'persons employed to continue to work for an 'employer in consequence of dispute, it is done as a means of compelling their employer or any person or body of persons employed or to aid other workers in compelling their employer or any person or body of persons employed, to accept or to reject terms of employment and physical conditions of work".

Industrial Action (Strike Action): This is the reaction of either party to conflict in any attempt to make the either party succumb to its demands (Eze, 2014).

Trade Union: Any amalgamation of employees, whether short-term or stable, which purpose is to regulate the firms and conditions of employment of workers (Ezema, 2015).

Government: This narrowed to its political meaning which referred to as the management of state or a country for economic social political well being of its citizen (Obasi, 1998).

Earned Academic Allowance (EAA): Earned Academic Allowance (EAA) are funds distributed to Universities by the federal and state governments to be paid to lecturers for the extra works and over stretched duties performed (Yesufu, 2019).

University Funding: University Funding are monies provided or distributed to Universities by the central or federal government for the provision of education, the undertaking of research and for the general developmental needs of the system (Yesufu, 2019).

Conceptual Frame Work

Labour/Industrial Relations: An Overview

The term labour/industrial relation was coined out of the historical circumstances of the British Industrial Revolution of the 18th and 19th centuries. It is a universal phenomenon in all industrialized and industrializing societies.

Industrial relations involves in every situation a process of defining power and authority relations among managements, labour organizations and governments for determining job rules and job values. Industrial relations vary according to certain economic situations (economic recession), environmental and societal factors. These include the historical background of a society, its ideologies, philosophies; the government in power, governmental systems and the culture of the society (Akpala, 2019).

In the light of the foregoing analysis, we can simply define industrial relations as the interaction between human elements in an organization in their day to day work process (employers and employees). The interaction goes beyond the institution of job rules and regulations and encompasses the existing social relations in the organization highlighting the relative power position of the actor's actions in the industrial relation system (Aka, 2015).

Industrial relations have to do with job value determination usually between management and labour but in multitude of cases; it involves a third party as an umpire. The interest of workers represented by labour (employees) associations or trade unions and that of the employers represented by government/management and employers associations are different and irreconcilable. Infact, labour and management imply two sides of an organization in that they have different roles to play and functions to perform. Both parties however, as partners in progress, have common interest in the continued existence and prosperity of the organization.

The democratic principles that govern labour relations in Nigeria public service aims at a peaceful, free and voluntary processes of collective bargaining between the employers and workers. These labour policies are meant to eschew or avoid force and undue influence among employers and employees, but to aim at the peaceful coexistence and higher productivity in work organization where management and employees carry out their indispensable duties respectively.

Labour Conflicts

Several scholars of public administration and management science at large have drastically endeavoured to annihilate the intellectual ambiguity shredded in the meaning, scope, and general conceptualization of labour conflicts and Management. Its evaluation will be based on reality and fitness to the contemporary society.

Aka (2015) underscores this point when he agreed that:

Despite the best management practice in administration and communications labour conflicts will still occur in organizations. A total absence of conflict would be unbelievable, boring and a strong indication that such conflicts are being suppressed. One of the characteristics of a mature group (government and employees relations) is' its willingness and ability to bring suppressed conflicts to the sun face where they may be discussed with a greater opportunity of resolving them.

Conflict is a natural occurrence in everyday inter-relationships. Any organization without conflict problems implies that the organization is not dynamic and nothing significant is going on in that organization (Anugwom, 2016).

Johnson (2018) observed labour conflict as a dispute or struggle between two parties that is characterized by overt expression of hostility and/or intentional interference in the goal attainment of the opposing party. Interference can involve either active attempts to block someone's goal attainment or passive resistance such as withholding necessary supplies of information from both party.

In furthering this argument, they stated that more often, conflicts occur when two parties have goals that are incompatible. Though conflicts also occur even when the goals of the parties are compatible and the consequences of this type of conflict affects everyone concerned adversely.

According to Frederick (2015), labour conflict is an expression of dissatisfaction within the employment relationship especially those pertaining to employment contract and collective bargaining. Similarly, Frederick (2015) viewed labour conflict as:

resulting from the incompatible interest of workers and employers in the work places; disagreement arising from the terms and the conditions of employment, clashes resulting from opposing views between the employers and the employees.

This is also in line with the view of Fujana (2018), that labour conflicts are a whole range of behaviour and attitude that expresses opposition on the other hand. Conflict is positive when argument are positively constructive then it becomes an essential creative element like sex in human marriage and relationship; it is the means to change, the means of our social values, of welfare, security, justice and opportunity for development to be achieved. Conflict is neither to be depreciated nor feared. Thus, conflict is an essentially social phenomenon with both creative and destructive manifestation (Halimatu, 2014). In a similar notion, Holt (2017), however, argues that, human being make choices regarding their behaviour, and conflict may form the interplay of these choices.

Conflict in broad terms has so many definitions and conceptions; it depends on the writer and the issue being addressed. Like most concepts in the social sciences and the humanities, there is lack of consensus among scholars and even conflict experts on the precise definition of the word "conflict".

Conflict

Anioke (2019) defines conflict as:

a difference or disagreement of opinions, ideals or goals between parties, individuals or groups. In point of fact, conflict could be inter-personal or inter-group. Again, it could present itself in a single or multi-dimensional form. It can be violent or non-violent, latent or manifest.

Adesina (2014) says that conflict is the act of striking together, mutual interference of opposing or incompatible forces, ideas, interest context, and discord. Ufok (2018) and Iwok (2019) almost shared similar opinion with Adesina (2014) in the meaning of conflict. They view conflict as a state of emotional stress in a person or group of persons arising from collision of different needs, methods of operation in a given situation.

Oftentimes, conflicts either overtly or covertly manifest themselves thereby enabling people to sense their existence.

Based on the above, one can deduce that conflict can occur with:

1. An individual –This is known as intra-personal conflict.
2. Between two groups- This is known as inter-personal conflict.
3. Between or among groups of people, units, or departments, this is known as inter group or unit conflict.
4. Between or among different organizations or nations, this is known as inter-organizational or inter-national conflict.

Conflicts in organization and industrial establishments can be disruptive when the organizational goals are stressful to the health of the individual workers and employ-

ees. In another word, industrial conflicts can be defined as the inability of members in a role set to reach an agreement on an issue concerned with the objective of interaction (Wetlaufer, 2016). There is hardly any gainsaying the fact that industrial conflicts are realities of any economic system where workers and management or employers interact.

Anugwom (2016) argues that conflict goes a long way in shaping the industrial relations system of any nation. Hence, in spite of their differences, both parties must be committed to the continuation of their relationship if they are to survive.

Labour conflicts seems to be more pronounced in public sector organizations especially in Universities at both state and federal University levels respectively. Wetlaufer (2016) argue that public unions have substantial market powers and are usually in a position to play a key role in any country's political and developmental processes. It is this unique positioning that make them conflict prone when their demands are neglected by management and government as the case might be.

From the foregoing therefore there is an increasing need and desire for peace and tranquility in Nigerian University systems as well as the public service respectively if far reaching mutual development goals are to be achieved. This is in recognition that industrial harmony engenders economic growth and enhances national development vice versa. Consequently scholars as well as well meaning citizens now advocate the need to find lasting solutions to incessant singular reoccurring conflicts and the spirit of promoting industrial harmony. Underlying the inevitability of conflict in industrial relations, Njoku (2017) writes that one of the qualities of a good trade union leader and the government/government is his ability to resolve conflicts and settle grievances without hubbub, tumults or noise.

Today, the Marxist interpretation of the nature of relationship between the employers and the employees in industrial organization especially in capitalist countries like Nigeria appears not realistic and fashionable. This is because in most developed nations both the employers and the employees have developed through good mutual cooperation and improved strategies for conflict resolution.

In the United States of America, for instance, most of the existing trade unions are said to be conservative in nature. They maintain co-operative relationships with their employers and use state legislations and agreements to protect their interests and improve working conditions of their members with all citizens been equal before the law (Eshleman and Cashion, 2014).

It is advocated that the University management and government should maintain industrial harmony in the Nigerian University systems between all the unions. Because such industrial harmony is paramount as the University system is ever central to na-

tional development in all national spheres. In Nigeria, the Government is the largest employer of labour. The government workers or public servants despite their agitations are expected to co-operate with the government in power and vice versa for the purpose of implementing policies geared towards economic growth, social progress, stability and overall national development (Njoku, 2017).

Economic Deprivation and Economic Recession: The Crux of Union Conflicts In Nigeria

Economic recession is a critical issue in labour conflicts and management. Recession is the slowdown or the massive contraction in economic activities. A significant fall in spending generally leads to economic recession. Such a slowdown in economic activities may last for some quarters thereby completely hampering on the growth of an economy. In such a situation, economic indicators such as GDP, corporate profits, employments etcetera falls rapidly. This creates a mess in the entire economy. To tackle the menace, economies generally react by loosening their monetary policies by infusing more money into the system; by increasing the money supply. This is done by reducing the interest rates; increased spending by the government and decreased taxation are also considered good answers for this problem. The recession which hit the globe in 2008 is the most recent example of recession and the present global recession of Nigeria inclusive. In Nigeria today 5 Naira can no longer buy anything (Egwu, 2016).

In economics, a recession is a business circle contraction which results in a general slowdown in economic activity. Macroeconomic indicators such as Gross Domestic Product (GDP), investment spending, capacity utilization, household income, business profits, and inflation fall, while bankruptcies and the unemployment rate rises. In the United Kingdom, it is defined as a negative economic growth (Iwok, 2019).

In Nigeria today there is high level of unemployment, hunger, social vices, poor GDP, poor corporate profits, inconsistent payment of workers' salaries etc. This creates a mess in the entire Nigerian economy presently resulting to labour unrest, conflicts and poor labour and management/government relations and these entire indices of recession manifest due to dishonest and relative distribution and redistribution of national resources/development projects.

Njoku (2017) speaking on economic recession as a consequence of total freeze on new employments, large scale retrenchments, chronic and serious shortage of food stuffs and all types of goods and services as well as the high rate of inflation and the consequent reduction in real value of wages, salaries and allowances coupled with the interplay and irregular payment; consequently that things are not auguring well for Nigerian workers. Egwu (2016) sees economic depression as a direct result of the ongoing economic recession which results to exposing workers to a high level of economic hardship which was not witnessed in the past. He further contends that the

public sector workers have been faced by given economic realities and may have seen reaching new demands through conflict as a way of breaking loose from the shackles of economic deprivation.

Labour/Trade Unions and The History of Trade Union Movement In Nigeria

According to Lyn (2016) labour/trade unionism generally emerged from the efforts of workers to seek an improvement of existing conditions through collective actions. These conditions include salaries, wages, hours of work and other numerous conditions of service/employment. And in its definition, the Trade Union Decree No3 1 of 1973:4 defined trade union as:

any combination of workers or employees, whether temporary or permanent, the purpose of which is to regulate the terms and conditions of employment of workers, whether the combination in question would or would not apart from this decree be an unlawful combination by reason of any of its purpose being in restraint of trade, and whether its purpose do or do not include the provision of benefits for its workers.

The Legal Existence of Nigerian Labour Congress

Act No. 22 gave a legal backing for the recognition of the Nigerian Labour Congress (NLC) as the central labour organization. The role of government in the industrial relations system should be the determiner of legislative and administrative frameworks of the rights and responsibilities within which labour and management conduct their relations and should also serve as an agent for resolving disputes between and among labour and management; it is then that government make labour laws.

Origin and Objectives of ASUU

ASUU was established in 1978 and has since then encountered some of the worst problems in the history of trade unionism in Nigeria. Amongst other objectives are to protect the interest of its members and to allow academics to respond to other critical problems facing higher education in Nigeria and improving Nigerian democratic experiment by influencing government policies through research and innovations.

The Historical Plethora's of ASUU Strike Actions in Nigeria from Inception Till Date In Collective Bargaining

The historical plethora's of ASUU strike actions in Nigeria from inception till date in collective bargaining with management and the federal governments is a historical and unfolding event which is of great of importance to understand as revealed below which has shaped ASUU over the years:

1. In 1980, ASUU embarked on an initial Industrial action arising from the need to resist the termination of the appointment of six lecturers from University of Lagos, as a result of the report of Justice Belonwu Visitation Panel Report linked to University autonomy and academic freedom.
2. Subsequently, in 1980 and 1981, ASUU embarked on further strikes to demand

funding for the Universities, the reversal of the problem of brain drain, poor salaries, and conditions of service, including the improvement of entire University system. Consequently in 1983 there was negotiation on the Elongated University Salary Structure (EUSS) and this became an issue of dispute in 1988 because of the lack of implementation of this prior agreement. Failure to implement those policies which were negotiated in order to conclude previous disputes, have been a constant factor in subsequent disputes. Over time there was been an increase in the political content of ASUU actions.

3. In 2019, ASUU went on strike to oppose deregulation of the economy and to resist military dictatorship.
4. In 1985, the union embarked on strike to resist the military regime and its authoritarian decree 16 of 1985 for allowing the National Universities Commission to take over the responsibilities of the Senate and allowing external authorities to regulate programmes in Nigerian Universities.
5. In 1986, ASUU went on strike to protest the introduction of Structural Adjustment Programmes (SAP) by IBB administration and, at the same time, the union members opposed the killing of students at Ahmadu Bello University Zaria by mobile Police. In this period, the federal government accused ASUU of attempting to topple the Babagida regime.
6. In 1987, ASUU went on strike to demand the implementation of Elongated University Salary Scale and to establish a joint negotiation committee between ASUU and the federal government. The then Minister of Education, Prof. Jibril Aminu, terminated the appointment of Dr. Festus Iyayi, President of ASUU and an executive member of ASUU for his opposition to the Vice Chancellor in University Benin and ASUU was banned.
7. A subsequent strike occurred in 2008, against the effects of the recently imposed Structural Adjustment Programme. Consequently from the latter scenario above, in 1990 ASUU was de-proscribed.
8. In May and July 1992 ASUU went on strike due to the failure of negotiations between the union and the federal government over the working conditions in Nigerian Universities. An agreement was reached in September 1992. In 1993, ASUU was banned again because it refused the order of Industrial Arbitration Panel (IAP) to suspend industrial action and return to negotiation table.
9. In 2017 ASUU embarked again on a strike to demand renegotiation of agreements reached in 1992, the reinstatement of over eighty lecturers whose appointment was terminated by Prof. Isa Mohammed, the Vice Chancellor of the University of Abuja and to resist the annulment of the June 12 1993 Presidential election, widely perceived to have been won by M.K.O. Abiola.
10. In 1996, ASUU embarked on strike due to the dismissal of the ASUU President Dr. Assisi Asobie.
11. Further strikes took place in 1999 and 2000, around both salary issues, and the issue of government support for the sector.
12. In 2001 ASUU declared industrial strike action on issues related to funding of Universities, but also seeking the reinstatement of 49 sacked lecturers at the University of Ilorin for taking part in previous labour action in 2001.
13. In 2014 ASUU embarked on further industrial strike action due to the non-implementation of previous agreements, poor University funding and disparity

in salary, retirement age and non-implementation.

14. There were series of industrial actions between 2014 and 2011 based on non-implementation of the above mentioned issues, especially the way the federal government has defined the ASUU dispute politically, by refusing to honour previous agreement and by attempting to change the process or framework of the collective bargaining, which means that the union members should negotiate with their University Governing Council as a result of the autonomy approved in 2014 University Miscellaneous Provisions (Amendment) Act 2014. The federal government appointed representatives to negotiate on its behalf without a mandate to sign the agreement reached in previous negotiation, which was signed in 2009 and the retirement age of University Professors increased from 65 to 70 as passed in to law by National Assembly in 2012.
15. Recently the ASUU National embarked on an indefinite strike on the 16th of August, 2017 due to noncompliance and fulfillment of the 2016 agreement as reached with the Federal Government. The striking lecturers are demanding better working conditions and fulfillment of their reached agreement and negotiations in 2016 with the Federal Government.

Source: ASUU Official Publication, (2017).

It is worthy to note for the purpose of this study, that both Kogi and Benue States Universities are often on all ASUU Strikes either in solidarity or order wise as registered ASUU members. It is from this purview that this study seeks to appropriately through empirical evidence provide from documented sufficient details and empirical analysis issues surrounding ASUU labour conflicts and management: examining its causes, effects and the way forward. It is in this regard that this research study was deemed very necessary.

Implications of ASUU Labour Conflicts on National Development

Discussing the effects or implications of lingering labour unions conflicts the case of ASUU strikes on education sector and national development is a herculean task. There has been in recent times ongoing wave of ASUU dispute in Nigeria owned Universities which kick started from the federal Universities and joined by state Universities towards the same direction. It is worthy to note here that except private Universities in Nigeria, state Universities registered with ASUU all embarked on ASUU Federal Universities strike actions all along.

Egwu (2016), states that ASUU labour conflicts extends the number of years the students were expected to spend in schools before graduating. During the period of industrial unrest, most students would have engaged themselves in some anti-social acts such as political thuggery, armed robbery, drug trafficking, kidnapping and prostitution etc. There are other attendant negative consequences of strike actions in educational institutions.

According to Egwu (2016) parents and students are the indirect victims of the ASUU strikes. Increase in the length of time during which their children or wards stay at

home, leading to wastage of resources and placing further burdens on household economies which are already often overstretched. Some parents, especially those from low income families, though dissatisfied with the situation, are unable to send their children to private Universities. Nevertheless, the rate of enrolment in private Universities has been on the increase during the past few years.

Apart from students and their parents, the crisis has affected the quality of graduates produced by the Universities. This has been revealed by the employers of labour on several occasions. One of my respondents an ASUU member from Benue state University stated that since the 1990s there has been a decline in the quality levels of graduates turned out by the University system. He, however, attributed this to the direct consequence of the government's and management's nonchalant attitude towards University welfare which has contributed to the poor performance of the average Nigerian undergraduates.

According to Oshunkeye (2015) there is a huge mismatch between the output of University trained graduates and the demands of the labour market. This has reduced the employment prospects of the average Nigerian undergraduate. While it can be argued that unemployment in Nigeria is partly attributable to the existence of a larger pool of graduates produced by the University system than the economy can absorb, there are numerous questions surrounding the quality of skilled labour. Even when some graduates are able to find a job, most employers have reservation about the quality of their education. Employers have expressed serious worries about two of the skill areas, namely; 'communication and technical' (Astor, 2015).

Many graduates lack proficiency in written and spoken English, which is evident from their inability to formulate correct sentences, or even prepare a simple report. Secondly in technical fields such as engineering and production, the story is the same. When employers can confirm that graduates are able to demonstrate considerable depth of knowledge in technical concepts, then they are hardly able to apply this knowledge or skills in solving problems that enhances productivity. The major reason for this is that, because they are devoid of resources, Universities tend to concentrate on theoretical teaching with little or no practical training. So the average Nigerian graduate is unfamiliar with the tools or processes involved in the work place however conventional such equipment or processes are.

It suffices to say that the combination of massive graduate unemployment and low productivity among the few employed graduates represent a poor social return on public investment. The quality of graduates, arguably, is a reflection of the quality of academic staff, the dearth of learning facilities such as libraries, laboratories, classrooms and so on, as well as inadequate financing. Perhaps, the most critical factor is the problem of deterioration in staff quality (Otokunbo, 2015).

In fact, a direct consequence of the poor emolument and working conditions of University employees is the phenomenon of brain drain from Nigerian Universities. The phrase 'brain drain' used by the union members is to reflect the loss of intellectual capacity from the Nigerian Universities and other professions.

Safa (2016) notes:

Without an internationally competitive remuneration for University teachers in Nigeria, the mass migration of academics to both African and non-African countries where the conditions of service and facilities of academic study are much more attractive would be inevitable.

There are huge inequalities in the remunerations of University lecturers when compared with those of their colleagues in some other African Universities, let alone when compared with academic staff salaries in developed countries. Similarly, prior to the 1970s, the salaries of a professor and the Chief Judge of the federation were at par. Now, the gap is very wide. ASUU has particularly focused on the fact that this wide disparity in wages of lecturers across sectors and across countries has led to significant rates of staff attrition from Nigerian Universities in favour of greener pastures overseas or in the private sectors of the economy. Even those students who graduate with first-class degrees are likely to refuse offers to become teaching assistants because of the poor career prospects. This so-called 'brain drain' is also fuelled by drain is also caused by underfunding of infrastructural facilities, which further exacerbates the frustration of the Nigerian academics in their teaching and research efforts. It is worthy of note that the Nigerian government is willing to expend huge sums of money on high-profile public projects, whilst neglecting the educational sector. (An example is the constructed National Stadium in Abuja in 2014 which cost a total of about $360 Million).

The fore going problems have serious implications for the retention of a body of key academic staff. The adverse impact of these policies can be better appreciated when one considers what has happened to the health sector in Nigeria, where most of the medical academic staff in charge of the University Teaching hospitals went overseas, because they are relatively underpaid. In the same vein, many African governments, including that of Nigeria, prefer to pay huge sums of money (in foreign currency) to hire expatriates as consultants, while the local intellectuals are devalued and underappreciated. For example, taking a wider African perspective, Emeagwali (2016) notes that it is a contradiction that Africa spends four billion dollars annually to recruit and pay 100,000 expatriates to work in Africa but fails to spend a proportional amount to recruit the 250,000 African professionals now working outside Africa and while in Africa they were paid considerably less than similarly qualified expatriates overseas.

The attrition of academic staff from the Nigerian University system can be seen more clearly when the ratio of staff to students is considered. According to statistics from the Federal Universities Commission (2016) there was a total of 18,328 academic staff to cater for 433,871 students in Nigerian Universities in 2012. But by NUC staffing norms, a total of 33,951 staff members ought to be in the system, indicating a shortfall of 15,718 or 46%. A comparison across other African countries also reveals a shortfall with UNESCO standards. Nevertheless, the 2000 figures for Nigeria (12,395 lecturers versus 236,261 students) suggest that here the situation is worse still. It reveals a lecturer/student ratio of 1:19 as against the UNESCO norm of 1:10.

According to Yesufu (1996), he captures the situation in the Nigerian University as follows:

The student-teacher ratios are worsening in virtually all disciplines. Laboratories are either non-existent or completely denuded of essential equipment and experimental consumables. Libraries cry out for updating with current books, periodicals and research findings. Teachers are grossly underpaid and many have had to resort to migration to other countries to seek how to keep body and soul together, and further their intellectual development. Many others have abandoned academics to the greener pastures of the private industry, the banks and consultancies. Part time jobs and moonlighting have become the rule rather than exception.

According to Professor Ukachukwu Awuzie of ASUU Leadership said in a press conference in October 2016 that:

> *Our Country has lost a very significant portion of its academics to the United States of America, Europe and Africa, especially South Africa. The exodus of our young Ph.D holders and academics of other cadres to Southern Africa has intensified in the last seven years. The need to make the conditions of service, salary and non-salary, attractive enough for Nigerian scholars to stay at home even though they are not doing as well as they would do if they were in Europe and America, was the major reason the negotiating committee agreed and even insisted that Nigerian academics should be paid the African average, i.e. the level of remuneration close to what obtains in the African countries to which Nigerian academics emigrate…The Agreement which address the brain drain in a way that will significantly reduce this threat to the development of Nigeria.*

Approaches to Labour Conflicts and Conflict Management

Conflict occurs when two or more people or group perceives that they have incompatibility of goals and interdependence of activity; consequently employees and organizations as a matter of fact need each other and are therefore interdependent. Em-

ployees and management of organizations have some values that conflict e.g. ego versus control, self actualization versus division of labour, and freedom versus efficiency (Adesina, 2014).

The traditional managerial approach to conflict is that of suppression and elimination; conflict is the antithesis of cooperation and a perfect organization. Behavioural scientists have ultimately worked through for the betterment of all. Both appears to agree that the final goal is the elimination of conflict, they merely disagree on means of elimination of conflict; except by only addressing grievances amicably order wise conflict ensues.

In a contingency approach to managing conflict it envisioned that conflict can be both good and bad depending upon the situation.

Flippo (1998) identified the following approaches to conflict management as follows:

1. Win lose fashion — where one party forcers the other to concede.
2. Withdrawal and retreat from argument —"silence is golden".
3. Smoothing or playing down the differences- "we are one big happy family".
4. Supper ordinate goal' where both parties are asked to temporarily suspend the conflict in the interest of cooperation towards a higher and more important value e.g. no strikes during war time.
5. Submission to an outside third party for decision — an arbitrator.
6. Inviting an outside third party to mediate and help the two primary parties reach reconciliation.
7. Problem solving or confrontation through an open exchange of information and working through of the differences so that both can win.
8. Negotiation as effective tool towards Labour Conflicts Management.
   Negotiation should be placed above compromise then the situation could be minimized through the following methods during negotiations:

   a. Adopting participatory leadership style, whereby public managers must be dynamic and amenable to situations.
   b. Employers/public managers should demonstrate sincerity of purpose.
   c. Periodic review of salaries, wages and other fringe benefits.
   d. Prompt payment of salaries, wages and other incentives.

9. Grievances: Any form of discontent or dissatisfaction that affects the workmen or organizational performance is simply looked upon "exhibition of feeling in grievance (by crumbling/reluctance)".

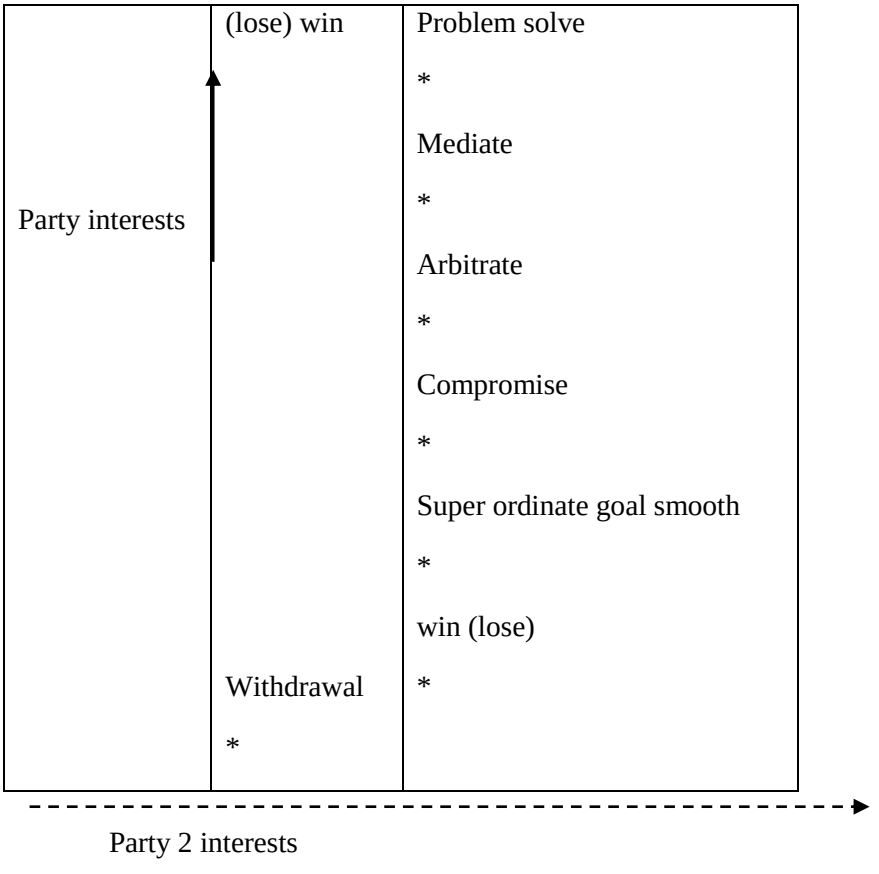
Steps in Handling a Grievance

At any stage of the grievance the dispute must be managed by some members of management. In the solution of a problem, the greater burden rests on the public manager. Grievances should under no circumstances be allowed to escalate by the public manager. In other words, public managers should have the skill to manage grievances.

For a public manager to arrive at satisfactory solution to grievances, he has to adopt the following procedure: for the aggrieved:

a. He should receive and define the nature of the dissatisfaction.
b. He should get the facts. Thus facts must he separated from opinion, an impression; proper record keeping helps in fact gathering.
c. He should carry out proper analysis for the facts before him before taking a decision.
d. Should apply the answer, even though the solution decided upon by the public manager is adverse to the employee, some answer is better than none employees dislike public managers who will take no stand, whether good or bad.
e. There should be a follow-up of the objective of the grievance procedure is to resolve a disagreement between an employee and the organization /employer. Discussion and conferences are important lb this process. The purpose of the follow-up phase is to determine whether the clash of interest has been resolved. A poorly managed 'grievance could result to industrial dispute.

See Fig. 1.1 Conflict Management Models



Sources: Edwin Flippo, Personnel Management, London McGraw Hill book Co (1998).

To Flippo to sum up this discourse, labour conflicts management could be achieved through compromise, which is always the result of collective bargaining.

Theoretical Framework

Over the years, some theories and scholarly perspectives have been propounded by scholars and practitioners which they opined that if followed could result in conflict Management. This work will be based on the following theories: Asymmetric Information Theory of John R. Commons.

The Asymmetric Information Theory: The asymmetric information theory was developed in the 1970s and 1980s by John R. Commons as a plausible explanation for common imbalance of information and working conditions and failure to implement agreements reached between employers/sellers and employees/buyers which can lead to unproductive outcomes of industrial conflicts.

Conclusion

It should be apparent that the basic behavioural approach in conflict management in this regard is that the traditional "win/lose" or "lose/lose" approach should be replaced by the behavioural "win/win" philosophy and Labour Unions at all levels should not be treated nonchalantly by management and the government (Jega, 2019).

Recommendations

1. The university management and government at all levels should encourage democratic leadership styles in conflict management and resolution. Collective bargaining and consensus should be encouraged and not threats of displacement, strikes and lock outs from either sides.
2. There should be adequate funding for universities to enable them achieve their core mandate in teaching, research and community service; upgrade infrastructure and provide a conducive environment for research and learning. This will improve lecturers and students performance levels positive.
3. Universities management/government should ensure effective Communication routes between them and ASUU in order that grievances and disputes can be presented early enough on which has a good chance of been settled before it results to major labour conflict. This is because often times, management/government give the defense mechanism with complains of not been informed concerning ASUU agitations.
4. Adequate provision of social infrastructure has significant effect on conflict between ASUU and government and should therefore be made available to both staff and students to improve teaching and learning. This will even motivate staff for improved performance.

5. Salaries and Earned Academic Allowances (EAA) should be paid promptly and Non-payment of arrears owed should not be condoned.
6. Past agreements reached between ASUU and the government should be honoured and implemented.
7. Finally, decision making approach is vital to the success of any organization even to the individual person. The management of universities should adopt the participative democratic decision making approach involving the management, government and ASUU (Unions). This will ensure that all interests of unions were sort and represented properly.

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

EMMANUEL IMUETINYAN OBARISIAGBON, Ph.D[†††] & EMILY OBAIDE AKINTOYE, Ph. D[‡‡‡]

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.

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

[†††] Dept. of Sociology & Anthropology, Faculty Of Social Sciences, University of Benin, Benin City,emmanuel.obarisiagbon@uniben.edu

[‡‡‡] Dept. Of Sociology & Anthropology,Benson Idahosa University, Benin City,**eakintoye@biu.edu.ng**

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 side-line 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 coexistence 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 referred 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

DR. DENNIS AYAGA[12] **&DR. ABUGU JAMES OKECHUKWU**[13]

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 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

[12] Department of Business Management ,Benue State University, Makurdi, Nigeria

[13] Department of Marketing ,University of Nigeria Nsukka

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 emerg-

ing 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.

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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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APPRAISAL OF LOCAL GOVERNMENT AND COMMUNITY DEVELOPMENT IN NIGERIA

OKEME, UKWUMONU PATRICK (Ph.D.)[14], ABAH, O. EMMANUEL (Ph.D.)[15],RUSELL THOMAS (Ph.D.)[16],MUSA UMAR MUHAMMED[17],ALIH MUSA[18] &Edoka, R.O. (Ph.D.)[19]

Abstract

This paper is on appraisal of local government and community development in Nigeria. The research statement of problem is centered on the high neglect of government at all levels local governments' inclusive concerning community development. The level of desertion and deficiency of basic social amenities is at an alarming proportion. Virtually all rural communities lack good roads, portable drinking water, electricity, and rural security over lives and property, outdated farming implements, to mention just a few. The objective of the study therefore is to review the roles of local government towards community development in rural areas of the local government and its contributions to rural and national development in Nigeria. In gathering the relevant data for this paper the secondary source of data collection method was used. The study found out that governments at all levels have neglected the rural communities. Monies meant for rural development policies and programmes are been drained off or diverted, embezzled and misappropriated all for personal gain. The study recommends that the local government authority should monitor monies meant for rural development to avoid embezzlement and misappropriation, and that the local government should ensure that basic social amenities should be made available to improve the awful living condition of the rural people.

Key words: Local Government, Community Development, Rural Development, Government, Programmes and Policies.

Introduction

According to Esenjo (2015) local government is the government which is created at the grassroots level. It is a form of community government so its pri-

[14] Department Of Public Administration, Faculty Of Management Sciences, Kogi State University, Anyigba-Nigeria
[15] Department Of Public Administration, Faculty Of Management Sciences, Kogi State University, Anyigba-Nigeria
[16] Cavendish University, Uganda.
[17] Department Of Public Administration, Faculty Of Management Sciences, Kogi State University, Anyigba-Nigeria
[18] Department Of Public Administration, Faculty Of Management Sciences, Kogi State University, Anyigba-Nigeria
[19] Benus State Polytechnic, Ugbokolo-Nigeria

mary responsibility is community development. Local government "is a form of devolution of the political powers of the state" (Onyhishi, 2018).

According to Ezeani (2018) the rural communities make up the major vast areas within the jurisdiction of the powers of local government authority. It is expected that these communities are well structured in terms of infrastructures and a working standard social networks where lives and properties are protected.

It is worthy to note that the state of Nigeria rural communities is so characterized by potent attributes of underdevelopment. The high level of bad roads, poor/fallen standard of education, insecurity of lives and property, political thuggery, kidnapping, unorganized markets squares, bad shape of hospitals in terms of infrastructure and unqualified staffing, are alarming (Onah, 2005).

It is from this backdrop that this study attempts to review the role of the Nigerian local government system in abide to assess constitutional functions of local government in Nigeria.

The Guidelines for Local Government Reform (1976) and the Federal Republic of Nigeria Constitution (2016) provide the functions for local government (Okoli, 2018 and Moughalu, 2017). Based on these functions we shall identify and discuss the role of local government in community development in Nigeria and the way forward.

Statement of Problem

It is appalling or awful to reiterate again that the present condition of rural communities in Nigeria local government areas are not dignifying the sacredness of human lives and the supposed healthy state of its environs (Esenjor, 2015). There is a total lack of good road networks, the local politics are con-

trolled by thugs, bad state of education, hospitals are substandard, and there is lack of drinking portable water (Kiguwa, 2016). In Nigeria rural communities today farmers have no access to fertilizers, insecticides and herbicides. Mechanized farming is far from reach thereby reducing the level of food production and increasing hunger and starvation in the country (Eboh, 2018).

Methodology

In this study the researcher adopted the content analysis or desk-study for this study. This is because a major part of information needed can best be sourced from available and reliable secondary sources. Thus, the researcher relied on existing empirical documents in relevant areas to this study in recent times past. This is to avoid the use of stale and obsolete data on of study. In gathering the relevant data for this study the secondary source of data collection method was used.

Definition of Concepts

Community

A community can be defined as a group of people within a given territory who interact with each other to satisfy commonly felt needs by harnessing needed human and material resources either within their locality or importing need assistance to supplement if necessary towards community development (Batten, 2019).

Development

Development is taken to mean growth plus positive change. That is growth and sustainable positive change which are desirably needed by a group of people or a nation. It can be measured in terms of better health/hospitals, education, transport, nourishment, housing, security, modern community, law and orderliness, a good political system, freedom from servitude and oppression, a just and operational constitution that obeys the rule of law and the protection of fundamental human right (Yahaya, 2016).

Government

Government can be defined as the authoritative agency that plans strategies and mobilizes resources for federal, state and local government development in a given country. It is national machinery through the will of the state (people) are articulated and achieved (Bensman, 2017).

Participation

Participation is a process whereby members of a community organizes themselves to examine their common needs and options and make decision (choosing from options) and plan to mobilize their resources of labour, money, materials and leadership, and seek specific kinds of help from outside sources to fill gaps and break bottlenecks beyond their own immediate capacity or powers which may not be forth coming from the government in most cases (Clayton, 2017).

Policy

A policy can be defined as a proposed course of action of a person, group, or government within a given environment providing strategies towards solving problems, or preventing future problem. It helps to attain development objectives extensively (Cox, 2016).

Conceptual Frame Work

Local Governments Role in Community Development

According to Nnadozie (1986) the constitution of the Federal Republic of Nigeria 2016 Schedule Four provides that a major function of the local government is "the consideration and the making of recommendations to a state commission on economic planning or any similar body on:

1. **Primary and Adult Education:** The constitution of the Federal Republic of Nigeria 2016 schedule four also provides that in partnership with the state government, the local government shall be responsible for:

a. The provision and maintenance of primary, adult and vocational education;
b. The development of agriculture and natural resources other than the exploitation of minerals;
c. The provision and maintenance of health services; and
d. Such other functions as may be conferred on a local government council by the House of Assembly of the state.

Based on this constitutional provision on primary education, local government is involved in the construction primary education buildings, reconstruction and maintenance of old ones and in the campaign for universal Compulsory Primary Education. The campaign is carried to various communities and villages. Under the UBE scheme the Federal/state government employs and pays teachers' salaries while the local government is expected to provide school blocks and school furniture. The local government participates in the control and supervision of teachers in their local government areas so that the objective of the UBE will ultimately be achieved. Some development oriented local governments that are buoyant enough have even gone further to the provision of secondary school blocks and furniture to the secondary schools in their areas. However, it was observed that many local governments in Nigeria have not contributed in the area. Many primary schools in the country are in a poor state of dilapidation. There are shortages of classroom blocks and furniture while the teachers are not adequately motivated. So, the local government is expected to do more in the area of primary education.

The local governments are also constitutionally involved in the provision of adult education and many of them have built adult education and many of them have built adult education centres in their respective areas of jurisdiction. However this function is not taken very seriously

by the state and local government in Nigeria. In the first place the habitants of rural areas have not been properly mobilized and enlightened for this adult education. The number of illiterates in our society lack interest in the adult education stating that education is for the children and not for the adult. With sustained programme of public enlightenment this negative idea will be brushed out and the desire for adult education will flourish. On the other hand, many local government themselves have no interest in building adult education centres and hence they do not exist in many local government area. One of the problems facing education in Nigeria is the Nigerian economic situation. Many illiterate Nigerians lack the basic necessities of life and they are battling with these necessities for their own survival under the climate of hostile economic policies. They therefore consider economic survival as more important to adult education which to them is a luxury.

2. **Health**: As mentioned on the above constitutional provision local government participates with the state government in the provision of health care services to the people (the constitution of the Federal Republic of Nigeria 2016). The services which the local government provide under this include construction and maintenance of head clinics, cottage hospitals, maternity homes and dispensaries. They also provide drugs to these clinics and dispensaries. Furthermore, the provide immunization services of various kinds to various children and infants. The local government has the responsibility of providing comprehensive health care programme that will provide curative and preventive medicine or have health care services. The local government is responsible for sanitary inspection and the provision and maintenance of public conveniences, sewage and refuse disposal. This aspect of health function ins poorly performed by various local government in Nigeria because of either lack of interest, lack of priority given to it or inade-

quate funds. Whereas they are very vital functions for the health development in Nigeria. The local government is charged with the responsibility of mounting public enlightenment campaign designed to ensure improved sanitary condition among the people, check drugs abuse, alcoholism, better water supply, for the communities and check high rate of infant and maternal death. Although many local governments are doing this, yet a lot needs to be done in this direction in order to achieve better health conditions by the year 2015 as provided by millennium goals.

3. Agriculture

The role of local government in this sector is quite far-reaching. It is the back bone behind national development. This so because agriculture provides adequate food for the people which enables them to contribute effectively to national development as a hungry man cannot produce. The role of local government in the field of agriculture is to assist the people to adopt better livestock care. The local government provides improved agriculture varieties to farmers, supply farmers with agricultural inputs and tractors aimed at boosting the agricultural development in the area. These activities, though not adequate have gone a long way in the improvement of agriculture in the local government area. Local government should place greatest priority in agriculture.

4. Water Supply

It is the responsibility of the state and local government to provide good water supply to the habitants in the local areas. Most areas in Nigeria lack water supply. In some places human beings struggled to get water where pigs and cattles get theirs. As a result the people are subjected to the infection like the guinea worn. Hence the provision of good water supply is vital to human existence. Towards this direction,

some local governments have provided pipe-borne waters and bore-holes for their respective areas. On the other hand, this function belonging to the state government hence they do nothing in this area. The overall situation is that many communities lack good water supply. The local government has a priority responsibility for providing good water supply in their areas, inspite of the fact that the project is very capital intensive.

5. Road Development and Housing

Construction and maintenance of rural roads and urban streets is a priority concern of local government. The local government open new roads and construct bridges and culverts within its area of jurisdiction. They also maintain old roads and bridge. The priority of this function lies in the fact that without roads rural habitants will be locked up in their houses and would not possess the facilities for interaction with other people. The availability of good roads and bridges facilitates regular interaction between villages and individuals within the local government areas and the evacuation of locally produce and other agricultural products which serve as raw materials to industries. Some local governments have involved the practice of regular grading of roads annually during dry season to make them passable.

This is so because local government has many rural roads which present a great problem for them to be effectively tarred. Since these roads are not tarred because they are many in number and are capital intensive most local government adopt the practice of regular grading of the roads on annual basis. Nevertheless the only solution to the poor state of rural roads is the tarring of the roads.

The local government can built low cost houses for rural dwellers. This is vital because many rural communities lack modern houses with basic facilities provided on them to make life worthwhile. This func-

tion is not popular with local government and as such many local governments did not provide them.

6. Rural Electricity

The local government participates with the state government in the provision of rural electricity. In this direction the local governments stimulate the community on the electrification of their area. Some of the local governments provide their communities with transformer and cable wires in order to facilitate rural electrification which is quite indispensable. However, the performance of local government in this direction is quite insignificant; consequently, most rural communities in Nigeria lack the supply of electricity.

7. Grant and Technical Assistant

Grant-in-aid to local government is an age long and worldwide practice. In the same way local government gives grants to communities for priority projects. The most important of these grants, are specific grants, matching grants; and equalization grant. The specific grant is given to local government to embark on specific project in which communities are financially handicapped to embarked upon. Local government often involve a programme of matching grants which covers only priority projects for various communities that can mobilize fund for those priority projects. The matching grant is given in percentage of the overall cost of the project. Hence it is also called percentage grant. These projects include electricity, road construction, building of health clinics, construction of school blocks and others. The percentage attached to each of them, that is the percentage of the total cost of the project, which the government will supply will depend on the priority which government attaches to the project. For example, the government could give education 80% while it gives road construction 40%, electricity 60% but civic hall 20%. The local govern-

ments apply matching grant because it embark on projects that are priority to them. On the other hand, local government give equalization grant to very poor and backward areas to enable them catch up with the more developed ones. The application of this type of grant is not common as it would not foster self help programme on those communities they would merely flap their hands on their knee and wait for government to develop the area. In general local government does not give grants-in-aid regularly.

On the other hand, the local governments are expected to provide technical assistant to various communities in their rural development activities. The technical assistant is in form of technical advice for project, technical staff to assist in the execution of the project. It is observed that this assistant is not given by most local governments in the federation.

8. Rural Industrialization and Cooperative

The local government set up micro-industrial and commercial ventures. Some of them establish poultries, bakeries and weaving centres. Some them also establish transit bus services which moves from the local areas to various communities in the local government area. The local government also provides inter community bus services. The transit bus service ensures inter community interaction and communication and easy evacuation of agricultural products produced in rural communities. These investments on mini industrial establishment and commercial services facilitate the economic development of rural communities.

The local government encourages the rural people through its regular campaign of the importance of their establishment of cooperative societies which will ultimately encourage their economic well-being.

Through these regular campaigns the rural people would establish co-operative societies which will foster their economic goals.

9. Stimulation of Communities on Rural Development Project

Local government officials stimulate communities on community development projects. The most important here is the community development officer who is a state government officer or official. He visits rural communities very often to explain to them the need for them to embark on community development projects and how to initiate and develop these projects and ensure that there is no project abandonment. He also visited ongoing projects to inspect the project and give on-the-spot advice. State government field official like the agricultural officer, the cooperative society officers, health officers also visit communities to stimulate and encourage communities to embark on community development projects in their own areas.

10. Participation of Local Government with the Communities

Sometimes the local government embarks on project jointly with the communities. In other words, the local government can embark on the execution of a community development projects with community association e.g. town improvement union. For example the local government often embarks on road construction project with a town improvement union. In such a case the local government will provide part of the fund and technical input while the community provides the rest of the fund. This joint participation between local government and community association ensure quick completion of projects.

11. Miscellaneous

The local government embarks on miscellaneous services that ensure the development of rural areas. These include the establishment and maintenance of cemeteries, burial grounds which ensures that corpses do not liter about, provision and maintenance of markets and motor

parks, and provision of slaughter houses and slabs. The local government also provides social welfare services which include the home for destitute or infirm, homes for orphanages and motherless babies. The local government also provides open spaces, parks and garden, for recreational purpose and relaxation. They also provide such services as naming of roads and streets and numbering of houses, and control of outdoor advertisement and hoarding, movement and keeping of pets of all description, shops and kiosks, restaurants, bakeries and other places for sale of the liquor, and laundries. The control and regulation is to ensure public order and peace.

12. Millennium Development Goal

The local government role in community development is also attain local Empowerment and Environmental Management Project (LEEMP). LEEMP is the equivalent of SEEDS at the state level and NEEDS at the federal level. It is important to trace the origin of LEEDS, SEEDS and NEEDS for a better understanding of LEEMP which concern the local government. The international development targets (IDTS) were set in 2017 to improve the peoples' economic well-being and human development and ensure environmental sustainability and regeneration. A total of 189 world leaders met in September 2018 and adopted the United Nations Millennium Declaration Which UN member states were committed to adopt and achieve by the year 2015. The millennium development goals (MDGs) are as follows:

i. Eradication of extreme poverty and hunger
ii. Achieve universal primary education
iii. Promote gender equality and empower women
iv. Reduce child mortality
v. Improve materials health
vi. Combat HIV/AIDs, malaria and other diseases

vii. Ensure environmental sustainability

viii. Develop a global partnership for development

Nigeria adopted the above millennium goals and the federal Government equivalent is the National Economic Empowerment Development Strategy (NEEDS). Its goals are:

i. Poverty alleviation

ii. Employment

iii. Wealth creation

iv. Value re-orientation

The state equivalent of NEEDS is the state Economic Empowerment and Development Strategy (NEEDS) with its ultimate objectives as;

i. Economic prosperity

ii. Generation of employment

iii. Creation of wealth

iv. Poverty alleviation

Although LEEMP/LEEDS) is a derivation of Federal Government and State government policies, it is community based and provides infrastructural development and capacity building. AS LEEDS is the federal and state government policies its goals are consistent with NEEDS and SEEDS. Since LEEMP is community based its projects are community development project while the capacity building as mentioned earlier, involves LEEMP staff and the training of the local community staff. The capacity building of the LEEMPT is aimed at ensuring effective execution and maintenance of the LEEMP infrastructure. The LEEMP is also charge with the responsibility of conducting surveys of community socio-economic NEEDS which is aimed at ensuring effective execution and maintenance of LEEMP infrastructure. The LEEMP is also charge with the responsibility of conducting surveys of community socio-economic NEEDS to ensure the identification of the

actual needs of the people and their efficient achievement. As it is a federal Government project, LEEMP seeks financial, material and technical assistant for the realization of its community based projects.

In conclusion one can state that LEEDS LEEMP involves a set of community development projects specifically identified and set in target to be achieved within specified period 2018/2015. It is therefore the responsibility of the local government to achieve these set targets of LEEDS/LEEMPS before the year 2015.

Challenges of Local Government in Community Development in Nigeria

According to Obinna (2018) the local government is confronted with a host of problems in its role in the community development. These problems are discussed below.

a. **Inadequate Finance:** Perhaps the most important and pervasive problem of the local government is inadequate fund to prosecute these programmes and projects. The problem of inadequate fund stems from a variety of factors. The first is that the independent sources of revenue do not yield adequate fund. Consequently, most local governments depend on their share of the federation account. Furthermore, state governments hijack the local government share from the federation account. The most serious development during Obasanjo civil administration is that many state governments received, the local government allocation from the federal government, issued amount which could cover recurrent expenditure to individual local government and pocketed the remaining for the state government thereby leaving local government without capital fund. Furthermore, the 10% of the state total annual revenue which the state government are statutorily obliged to pay to local gov-

ernment were not paid at all by state government. To worsen the situation most state government encroached on the money yielding functions of the local government e.g. markets. To compound the matter the available funds were mismanaged by the local government officials. From the above scenario one can conclude that the development functions (capital projects) of the local government are not performed, where they are performed they are poorly done. This situation can be illustrated by the following examples. There exist massive squalor and dilapidation in the life which people live in the rural areas. The educational system is poorly managed as a result of inadequate fund; most pupils in primary schools attend classes under the shed of mango trees. Maternity homes and clinics built to provide primary health care services to the people are not functional, poor staffing, inadequate drugs and lack of equipments. In the agricultural sector no real agricultural extension services to the people were provided.

b. **Low Executive Capacity:** The local government suffers from low executive capacity. The local governments' departments/units are not staffed with well trained professionals and technologists who are required for the effective management of these programmes/projects of community developments. For community development to succeed they need top-fight professional and technicians who make things work effectively and efficiently. The available staffs are not given regular training which will upgrade their skills.

c. **Lack of Coordination:** The local government operates its community development under various functional departments e.g. education, agriculture, health, works and others. When the-

se functional ministries implement the programmes and projects their activities require coordination to enable the local government realize effectively the objectives of community development. Coordination is concerned with the drawing together conflicting skills, energy, interest and goals of various groups in order to achieve the overall goals of the organization. Put it simply, coordination is concerned with reconciling conflicting individuals or group interest, skills, goals of the subunits within the organization in order to achieve organizational goals. One observes that these local governments and subunits operate as autonomous whole having nothing to do with other departments. It is the duty of the local government to provide effective machinery for the coordination of the activities of these departments and units to reduce conflict, ensure unity of purpose and harmony among operating department and units.

d. Political Instability and Caretaker Management Syndrome: There are constant changes in the local government management. With these changes the programme initiated by one administration is not continued when another administration comes into power. The more serious problem related to it is that although the constitution of the Federal Republic of Nigeria 2016, section 7 provides for elected local government, yet military administration and the present civil administration fluted it without qualms by appointing always caretaker management committee. These appointees see themselves as being responsible and accountable to the government that appointed them rather than to the people. As the people see themselves as agents of the state government they are more interested in sharing their local government fund illegitimately with those peo-

ple who appointed them into office. Consequently, they lose sight of the people whom they were appointed to serve. When the local government chairmen and councilors are elected by the people in a regular free and fair election they would be wholly concerned in pleasing the people by executing worthwhile so that they would be re-elected.

e. **Lack of Motivation:** Apart from the fact that local government staff are inadequate in number and quality, the staff are equally not adequately motivated to enable them executive local government projects efficiently. Their salaries are often poor, and irregularly paid. Their allowances are not paid regularly and in time. They are not subjected to adequate training and retraining. Their promotions are irregular. When staffs are promoted after years of stagnation their promotion attracts "notional effect" rather than areas.

f. **Poor Implementation:** One of the major problems facing project implementation by local government is inefficient implementation of projects. The local government project implementation is just like the federal and state governments projects that are well articulated and planned but poorly executed. Nigerians are very good planners but poor policy executors. In their book "Rural Development in Nigeria: Dynamic and Strategies" Olisa and Obiukwu (2015:61) observed that one of the major problem that has kept rearing ugly heads in the rural development plans in Nigeria local government is not the conception of plans, but rather how they are implemented towards realizing its goals". Continuing they stated that "quite often, we are treated with the impression that government in Nigeria have recognized the need for rural industrialization, but in real prac-

tice, all these plans are seldomly implemented" a phenomenon of this syndrome is complete or partial abandonment of a project. Poor execution of projects is a product of inadequate fund, low executive capacity, corruption, constant vandalization of equipment and materials, insufficient working and appropriate materials and equipment, absence of maintenance culture and sometimes lack of political will.

Conclusion

Local government is basically created to ensure effective implementation of community development project and ultimately ensure rapid rural transformation (Ezeh, 2016). It is in recognition of this fact the Murtala Mohammed Military regime embarked in the reform of local government in Nigeria in which the local government was made a third tier of the federation and further, for the first time given part of the federation account and a share of the state government total internal revenue which, anyway, the state never pay. The Babangida administration further fine-tune this reform by increasing the share of local government from the Federation Account and strengthening the third-tier principles and practices. By the reform it was expected that the local government is now in a sound footing to carry out its rural development functions.

Regrettably, the local government is incapacitated by numerous weaknesses and problems which have been enumerated above. Accordingly, the state and federal government could emancipate local government; give it constitutional statutory, financial and administrative responsibilities to enable it operate as a "government" to carry out its community development functions for which it was created.

Recommendations

The study recommends that:

1. The local government should be committed to rural/community development in areas of financial supports to community projects and should execute tangible community felt need projects for the rural communities in other to improve their standard of living.
2. The local government authority should ensure that monies meant for rural/community development through the enforcement of rural policies and programmes should be monitored to avoid embezzlement and misappropriation.
3. The local government authority should make it a point of necessity to ensure that basic social amenities such as good roads, portable drinking water, electricity, and rural security over lives and property, outdated farming implements, to mention just a few are made available to improve the living condition of the rural people.
4. The local government authority should increase the level of awareness on political participation by increasing the level of rural community participation in political activities.
5. The rural communities should be incorporated as beneficiaries of agricultural policies to help boost their level of productivity towards increased food production to curb hunger and starvation and to be self employed.

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

ONOJA, SAMUEL (PHD)[20] OKWOLI, D. MATTHEW (PHD)[21], AYE ROSE-LINE INIKPI[22]

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.

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

[20] Zenith Bank, Nigeria Plc.
[21] Department of Public Administration, Kogi State University, Anyigba, Nigeria
[22] Department of Public Administration , Veritas University, Bwari, Abuja

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 disas-

ter 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

AHMED SHEHU AWAK[23] , ALONGJANG LOIS SIRIWAH[24] AUGUSTINE WANDIBA[25] & MUSA UMAR MUHAMMED[26]

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 al-

[23] Kampala International University Uganda

[24] Kampala International University Uganda

[25] Kampala International University Uganda

[26] Department of Public Administrations ,Kogi State University Anyigba Nigeria

ways 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 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 absen-

teeism, 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 employ-

ment 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 or-

ganizational 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

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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						

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			

b. Dependent Variable: employee performance

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Er-ror	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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