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INNOVATIVE RESEARCH (NJAIR)**

MAIDEN EDITION

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Youth Movements and their Role in Strengthening Democracy and Governance in Nigeria

By

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Abstract

Youth movements are crucial in shaping democratic processes and governance structures in Nigeria. These community-driven initiatives are essential for advocating social justice, influencing policy reforms, and enhancing civic engagement. Despite their significance, there is a need for a deeper understanding of their roles and impacts within Nigeria's democratic framework. This study addresses this problem by examining youth movements' participation in democratic activities, their impact on local governance, and their role in promoting political awareness and civic engagement. The theoretical framework of Participatory Democracy Theory underpins this study, emphasising the importance of active citizen involvement in decision-making processes for strengthening democracy. The research employs a descriptive methodology, drawing on secondary sources such as academic journals, news articles, and policy documents. Findings reveal that youth movements, such as the End SARS Movements, have significantly influenced public discourse and governmental action. These movements have mobilised community support and driven political reform, despite facing challenges like political repression and fragmentation.

Keywords: Grassroots movement, democracy, governance, citizen engagement.

Introduction

Youth movements have increasingly become pivotal in shaping democratic processes and governance structures worldwide, and Nigeria is no exception. These movements, emerging from local communities, are critical in advocating for social justice, influencing policy reforms, and enhancing civic engagement. In Nigeria, grassroots organisations

have significantly impacted the political landscape (Serra & Pierce, 2021). This evidence demonstrates the power of community-driven initiatives for driving change and fostering democratic values. These movements often champion youth values like equality, transparency, and accountability. By harnessing social media and grassroots mobilisation, the Nigerian youth have successfully raised awareness about pressing issues, garnered support, and prompted a government response to their demands. This shift in engagement highlights the potential for young people to shape policy and influence decision-making processes. As they continue to organise and advocate for their rights, the momentum generated by their efforts could lead to lasting reforms that benefit not only youth but also society as a whole.

One notable example is the Bring Back Our Girls (BBOG) Movement, which emerged in response to the kidnapping of over 200 schoolgirls by the terrorist group Boko Haram in 2014 (Habila, 2024). The movement gained global attention and mobilised significant public support, pressuring the Nigerian government to intensify its efforts to rescue the kidnapped girls. BBOG's advocacy highlighted issues of security and governance, influencing public discourse and prompting governmental action, illustrating the power of grassroots mobilisation in addressing critical national issues. The movement not only raised awareness about the plight of the kidnapped girls but also shed light on broader societal challenges, such as education access and women's rights in Nigeria. By fostering a sense of community and resilience, BBOG inspired other movements around the world, demonstrating how collective action can drive change and hold governments accountable.

Another significant instance is the End SARS Movement, which gained momentum in 2020 to protest against police brutality and the abuses committed by the Special Anti-Robbery Squad (SARS). Young Nigerians, largely driving the movement through social media, succeeded in drawing widespread national and international attention to police misconduct. Its impact led to widespread protests, government promises of reform, and eventually the disbandment of SARS. This movement underscored the role of grassroots activism in challenging systemic issues and influencing political reforms (Uwazuruike, 2021).

These real-world instances underscore the significant role of grassroots movements in influencing Nigeria's governance and the country's wider political landscape. By mobilising community support and addressing pressing issues, these movements have not only

contributed to democratic processes but have also highlighted the potential for grassroots activism to drive political change and reform.

The recognition of grassroots movements as essential to democratic engagement in Nigeria and globally is growing. Despite extensive research, a more profound understanding of their specific roles and impacts within Nigeria's democratic framework is still necessary. This study aims to enhance existing knowledge by exploring key aspects of grassroots participation in democratic processes.

Understanding grassroots movements' participation in democratic activities is crucial for assessing their effectiveness in shaping democratic practices. Evaluating their impact on local governance, including decision-making and policy implementation, helps determine their contribution to accountable governance. Additionally, examining how these movements foster political awareness and civic engagement reveals their role in enhancing public participation. Identifying challenges, such as political repression and fragmentation, and opportunities, such as coalition-building, will provide a comprehensive view of their overall impact on democracy and governance.

Political repression significantly hampers grassroots movements in Nigeria (Ogbondah, 2000). Activists often face harassment, intimidation, and arrest, undermining their efforts. For example, during the End SARS Movement, protesters faced arbitrary arrests and excessive force (Ayandele, 2021), while the #Bring Back Our Girls campaign encountered threats and harassment (Atela, 2021). Fragmentation and lack of coordination also weaken movements' effectiveness. Nigerian student protests in the 2010s struggled with disunity (Oluwole & Ige, 2021), and the #End Bad Governance In Nigeria protests in August 2024 faltered due to non-commitment and repression (Peterside, 2024). These examples highlight the complex challenges faced by grassroots movements in driving democratic and governance reforms.

The main goals of this study are to find out how involved grassroots movements are in democratic activities in Nigeria, how they affect local government, and what role youth movements play in getting people in the area more politically aware and involved in their communities.

Conceptual clarification

Youth movements are social movements that originate from the local level, driven by ordinary citizens rather than established institutions or political elites (Yenerall, 2017). Essentially, youth movements are community-driven initiatives that arise from the local level, often in response to social, political, or economic issues. Ordinary citizens—not political elites or established institutions—typically organise and lead these movements. Youth movements focus on addressing the specific needs and concerns of local communities, using collective action to bring about change.

In Nigeria, youth movements have become increasingly important in advocating for democratic governance, social justice, and human rights. They play a critical role in mobilising citizens, raising awareness about key issues, and demanding accountability from government officials. These movements often work to bridge the gap between the government and the people, ensuring that the voices of ordinary citizens are heard in the political process (Adamaagashi, 2023).

Youth movements in Nigeria have been instrumental in pushing for reforms and holding leaders accountable (Itodo & O'Rega, 2018), particularly in areas such as electoral transparency, environmental justice, and community development. By engaging directly with communities and addressing local concerns, these movements strengthen the democratic fabric of the country and contribute to more inclusive and responsive governance.

Democracy: Democracy is a form of government where the people hold the power. It is characterised by free and fair elections, where citizens have the right to choose their leaders and influence decisions that affect their lives. In a democracy, the rule of law, respect for human rights, and the protection of individual freedoms are fundamental principles (Frankoom & Dahl, 2024).

Nigeria's democracy is a relatively recent development, with the country transitioning from military rule to a democratic system in 1999 (Okoroafor, 2010). Since then, Nigeria has held regular elections, allowing citizens to participate in the selection of their leaders. However, the practice of democracy in Nigeria faces several challenges, including electoral malpractices, corruption, and a lack of accountability.

Despite these challenges, democracy remains a vital framework for governance in Nigeria. It provides a platform for citizens to voice their opinions, hold leaders accountable, and push for policies that reflect the

will of the people. Grassroots movements in Nigeria play a crucial role in strengthening democracy by mobilising communities, advocating good governance, and ensuring that the voices of ordinary citizens are heard in the political process (Okafor, 2023).

Governance: Governance refers to the processes, systems, and institutions that manage a society and make decisions. It encompasses the structures of authority, accountability, and control that guide the management of public resources, the delivery of services, and the enforcement of laws and policies. Good governance is often associated with transparency, efficiency, responsiveness, and the rule of law, ensuring that the needs of the population are met in an equitable and just manner (Bevir, 2012).

Governance is a complex and multifaceted challenge in Nigeria. The country operates a federal system, with powers shared between the central government and various state and local governments. However, issues such as corruption, weak institutions, and a lack of accountability have marred Nigeria's governance. These challenges have often led to inefficiencies in public service delivery, poor infrastructure, and a disconnect between the government and the people (Federalism in Nigeria, 2023; Okoi & Iwara, 2021).

Despite these difficulties, there are ongoing efforts to improve governance in Nigeria. Grassroots movements play a critical role in these efforts by advocating for transparency, pushing for reforms, and holding government officials accountable. Through their actions, these movements contribute to the strengthening of democratic governance in Nigeria, ensuring that the needs and aspirations of the people are more effectively represented and addressed.

Citizen Engagement: Citizen engagement can be defined as the active participation of individuals and communities in the decision-making processes that affect their lives. It involves citizens participating in public discussions, voting, volunteering, and holding leaders accountable. Engaged citizens actively shape policies, influence governance, and make their voices heard in the democratic process (Fillet, 2023).

Typically, in Nigeria, citizen engagement is crucial for the development and sustainability of democracy. Effective engagement, however, can be hampered by several obstacles, including political indifference, illiteracy, and mistrust of the political system. Despite these challenges, there are growing efforts to encourage and increase citizen participation at all levels of government in the country (Okafor, 2023; Dahl et al., 2017; Holum, 2022).

Grassroots movements play a significant role in fostering citizen engagement in Nigeria. They mobilise communities, provide platforms for discussion, and educate citizens about their rights and responsibilities. By doing so, these movements empower individuals to take an active role in governance, thereby strengthening democracy and ensuring that government actions reflect the will and needs of the people.

Theoretical framework

This study adopts the Participatory Democracy Theory. This theory suggests that grassroots movements can empower citizens to actively participate in decision-making processes, thereby strengthening democracy and governance (Participatory Democracy, 2024). Various scholars and activists have adopted the theory of participatory democracy over the years. Jean-Jacques Rousseau in the 18th century and later promoted by John Stuart Mill and G. D. H. Cole, who argued that political participation is indispensable for a just society (Wolfe, 1985). One prominent figure associated with participatory democracy theory is political theorist Carol Pateman. She published her influential book "Participation and Democratic Theory" in 1970, which laid out key ideas regarding citizen participation in decision-making processes and the importance of grassroots involvement in governance. Pateman's work has been instrumental in shaping the discourse around participatory democracy and its role in strengthening democratic practices (Mead, 1974).

Basic Tenets of the Participatory Democracy Theory

Pateman (2012) explored the key tenets of participatory democracy in her revisited book on the theory; the basic tenets are:

- i. **Direct Participation:** Citizens are actively involved in making decisions, often through mechanisms like referendums, town hall meetings, or citizen assemblies.
- ii. **Deliberation:** We encourage public discussion and debate to include diverse voices in the decision-making process.
- iii. **Equality:** Participatory democracy strives to ensure that all individuals have an equal opportunity to participate, regardless of their social, economic, or political status.
- iv. **Collective decision-making:** Participants collaborate to reach a consensus or majority agreement.
- v. **Empowerment:** Citizens gain the ability to shape decisions that impact their lives, fostering a sense of ownership and accountability in governance.

Participatory democracy tries to make the political system more open and responsive by letting people directly participate in the decision-making process. This increases the legitimacy and accountability of democracy.

Strengths of the Participatory Democracy Theory

The participatory democracy theory offers several strengths, particularly in fostering civic engagement and accountability. By involving citizens directly in decision-making, it ensures policies reflect the true needs of the population, building trust between the government and the people. Pateman (2012) highlights the theory's emphasis on equality and inclusivity, encouraging involvement from all societal members, leading to more equitable outcomes by considering diverse perspectives. The theory also promotes transparency and accountability, reducing corruption by ensuring decisions are made openly with citizen involvement. Additionally, it enhances community empowerment and social cohesion through collective decision-making, leading to more sustainable, locally appropriate solutions.

Weaknesses of the Participatory Democracy Theory

The participatory democracy theory has several weaknesses. Decision-making processes can become overly complex and time-consuming, especially when engaging all citizens, which may be impractical for urgent or complex issues. Another challenge is unequal participation, as not all citizens may have the same interest, knowledge, or ability to participate effectively, leading to dominance by more vocal or resourceful groups (Dacombe & Parvin, 2021).

Application of the Theory to the Study

Applying the Participatory Democracy Theory to the study on "Youth Movements and Their Role in Strengthening Democracy and Governance in Nigeria" underscores several key aspects. Youth movements embody participatory democracy by involving local communities in the democratic process through advocacy, public forums, and community organising, which enables a greater citizen impact on decision-making. They also promote equality by giving marginalised groups a platform and ensuring diverse voices are included in the democratic process, which is crucial given Nigeria's uneven political landscape. Additionally, youth activism enhances transparency and accountability by demanding openness and monitoring government actions—fostering a culture of accountability. Lastly, these movements support collective decision-making and empowerment, encouraging community collaboration and leading to more sustainable, locally relevant solutions, thereby strengthening Nigeria's democratic fabric.

Examining the Role of Youth Movements in Strengthening Democracy and Governance In Nigeria

The findings of this study provide valuable insights into the role of youth movements in strengthening democracy and governance in Nigeria.

First, a look at how involved youth movements are in democratic activities shows that these groups are actively working to get more people involved in politics at the local level in Nigeria (Inokoba & Kalagbor, 2021). Movements such as "End SARS" and "Bring Back Our Girls" have demonstrated significant influence by mobilising citizens and advocating policy changes. These movements have effectively channelled public discontent into organised activism, thereby increasing citizens' participation in democratic processes. Processes, in turn, have led to greater awareness of issues such as police brutality and education rights, fostering a more politically engaged populace. As these youth movements continue to grow, their ability to shape policy and influence governance will likely play a crucial role in Nigeria's evolving democratic landscape.

Secondly, the impact of youth movements on local governance structures has been substantial (Tobi & Oikhala, 2021). These movements have succeeded in holding local government officials accountable and influencing decision-making processes. As a result, citizens are becoming more empowered to voice their concerns and demand transparency. This shift enhances civic engagement and strengthens the foundations of democracy by ensuring that the needs and aspirations of the populace are being addressed effectively. This empowerment fosters a more participatory political environment, where individuals feel their opinions matter. Consequently, it leads to a more responsive government that prioritises the community's interests. The findings suggest that youth movements contribute to more responsive and accountable governance by directly addressing the concerns of the local population and ensuring that their voices are heard in the policy-making process.

Thirdly, youth movements have been instrumental in promoting political awareness and civic engagement among local populations (Terriquez, 2015). Through educational campaigns, public forums, and community organisations, these movements have increased political consciousness and encouraged active participation in the democratic process. The End SARS Movement is a prime example, as it protested police brutality and educated the public on their rights and the importance of civic engagement. Additionally, the Environmental Rights Action/Friends of the Earth Nigeria (ERA/FoEN) has raised awareness about environmental justice and the rights of communities affected by environmental degradation, further contributing to civic engagement. These efforts have led to a more informed and engaged citizenry, which is essential for the functioning of a healthy democracy.

Lastly, the study identifies both challenges and opportunities faced by youth movements in their efforts to strengthen democracy and governance in Nigeria. Challenges such as political repression, fragmentation, and resource constraints have hindered the effectiveness of these movements. For instance, the government's repressive actions during the End SARS protests illustrate the difficulties youth movements face in pushing for reform. Similarly, movements like the Movement for the Survival of the Ogoni People (MOSOP) have encountered significant resistance from the government and multinational corporations, which has limited their ability to advocate for environmental and human rights. On the other hand, opportunities for coalition building and community mobilisation offer potential paths to overcoming these challenges. By uniting different groups and leveraging local resources, youth movements can enhance their impact and contribute more effectively to democratic governance (Iwuoha & Aniche, 2022; Movement for the Survival of the Ogoni People, 2024).

Conclusion and Recommendations

This study highlights the crucial role of youth movements in strengthening democracy and governance in Nigeria. Movements such as End SARS and Bring Back Our Girls, and a host of others, have actively fostered political participation, influenced local governance, and promoted civic engagement. These movements have mobilised citizens, held government officials accountable, and raised awareness about key issues. Despite challenges like political repression and fragmentation, youth movements offer significant opportunities to advance democratic governance through coalitions and community mobilisation. Their efforts continue to shape Nigeria's democratic landscape. The study's findings suggest the following recommendations:

Enhance Collaboration Among Youth Movements: Fragmentation is a significant challenge for youth movements in Nigeria. To maximise their impact, these movements should prioritise collaboration and coalition building. By forming alliances and coordinating efforts, they can pool resources, share strategies, and present a united front, making it easier to advocate for comprehensive reforms and influence policy decisions.

Strengthen Capacity for Civic Education and Awareness: Youth movements should focus on expanding civic education to empower citizens with the knowledge and tools needed for effective participation in democratic processes. Community workshops, public forums, and partnerships with educational institutions can achieve this. Increased awareness will lead to a more informed electorate, which is essential for sustaining democratic governance.

Leverage Digital Platforms for Mobilisation and Advocacy: The use of digital platforms can significantly enhance the reach and effectiveness of youth movements. Using social media, online petitions, and other digital tools, this movement can engage a wider audience, facilitate real-time communication, and mobilise support quickly. Digital platforms also offer an alternative to traditional media, which government interests may control or influence.

Advocate for Legal and Institutional Reforms: Youth movements should push for legal and institutional reforms that protect the rights of activists and ensure a more enabling environment for civic engagement. This includes advocating for laws that safeguard the freedom of assembly, expression, and association, as well as reforms aimed at reducing political repression and corruption. Strengthening legal frameworks will provide a more secure foundation for youth activism and democratic participation.

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Federal Road Safety Corps and Administration of Road Safety in Benue State

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Abstract

The purpose of the Federal Road Safety Corps in Nigeria is to make highways safe and ensure safety on our roads is guaranteed. In view of this the trajectory of the paper was to investigate; Federal Road Safety Corps and Administration of Road Safety in Benue State. The paper was guided by three objectives and questions. The theoretical framework used in the paper is Skinner's behavioural theory of 1950. The theory assumes that accidents generally are caused by individuals as a result of recklessness. Methodologically, the study depended on both primary and secondary sources. The primary sources were based on a self-designed questionnaire and Key Informant Interview (KII) while the secondary sources were obtained from text books, journals, internet and other documents relating to the Federal Road Safety in Benue State. Findings show that, the Federal Road Safety Corps was established in Nigeria in 1988, with the core mandate of ensuring that over speeding and bad state of vehicles which result in road accidents are curtailed. It is also evident that the FRSC to a large extent is struggling to tackle the safety of roads in Nigeria and Benue State in particular. Its challenges include poor remuneration, corruption, lack of effective working conditions/tools, poor leadership as well as inadequate publicity. The study amongst other things recommends that the Federal Road Safety Corps adopts a more proactive and community-engaging approach by increasing its visibility and accessibility within the locals. Also, provision of standard working environments/tools and effective leadership be enhanced.

Key Words: Administration, Corps Federal, Road, Safety

Introduction

The overdependence on roads poses great challenges both to the government in its onerous task of ensuring safety on the roads and the citizens or road users whose lives are daily put at risk on account of the inevitability of human and vehicular movement on roads (Heidi, 2015). A number of factors have been attributed to road crashes and accidents with its attendant consequences in terms of damages to properties and loss of lives to road users and bystanders. Aside from the poor state of roads in the country, most of the issues that affect the safety of road users are manmade and manifest themselves in the forms of poor driving skills, poor knowledge of road signs, disobedience to traffic rules and regulations, drunk driving, over speeding, poorly maintained vehicles, among others (Odero, 2021).

The constitution of the Federal Republic of Nigeria (1999) in Section 14(2b) proclaims unequivocally that the security and welfare of the people shall be the primary purpose of government. One important aspect of this security is the safety of road users. The Federal Road Safety Corps (FRSC) of Nigeria was established in 1988 via Decree No. 45, later codified as the FRSC Act Cap 141, Laws of the Federation of Nigeria (1990). The creation of the Corps was necessitated by the rising number of road traffic crashes and fatalities in the country. Before its formal establishment, there was no comprehensive federal agency responsible for road safety management and enforcement (Ogunbodede, 2012).

One of the major concerns of any nation's transportation sector is how to curb road traffic accidents and the growing number of deaths and injuries as a result of road accidents is a global phenomenon that all countries of the world are grappling with. This situation is not different even in Nigeria. As Heidi, (2015) reported, road traffic accidents were the leading causes of deaths by injury and the tenth leading cause of death globally. Now, it makes up a surprisingly significant portion of the world-wide burden of ill health.

Though successive governments in Nigeria since 1960 have attempted to promulgate laws to control traffic behavior, the observance and enforcement of these traffic rules and regulations have been lax on the part of drivers, other road users and enforcers. Hence there was no concrete and sustained policy action to address road safety questions as Balogun (2019) buttresses that the nation had no coordinated attempt at ensuring safety on Nigerian roads until 1988 when the Federal Military Government of Nigeria under General Ibrahim Babangida enacted a decree establishing the Federal Road Safety Corps. It is a federal

government institution vested with the legal duty of overseeing the administration of road safety network in Nigeria. It was founded in 1988, and operates in the 36 states of Nigeria including the federal capital territory Abuja. When the federal road safety commission (Federal Road Safety Corps) (FRSC) of Nigeria was commissioned in 1988, the institution became solely vested with the statutory obligation for road safety management and administration in Nigeria. The statutory functions include: Making the highways safe for motorists and other road users as well as checking road worthiness of vehicles, recommending works and infrastructures to eliminate or minimize accidents on the highways and educating motorists and members of the public on the importance of road discipline.

Conceptual Clarifications

Road Safety

Road safety refers to the strategies, measures, and practices designed to prevent road users from being killed or seriously injured on roadways. It encompasses infrastructure design, vehicle safety standards, education, enforcement of traffic laws, and emergency response systems. Road safety aims to minimize the risks and consequences of accidents for drivers, passengers, pedestrians, and cyclists. It involves the prevention and mitigation of road traffic injuries and fatalities through systematic efforts that include road design, vehicle standards, and education programs (*World Health Organization, 2020*).

One critical component of road safety is traffic management. Traffic management involves organizing and regulating the movement of vehicles and pedestrians to maximize safety and efficiency on roadways. According to the World Health Organization (WHO), effective traffic management strategies include implementing speed limits, managing traffic flows, and establishing dedicated lanes for certain types of vehicles, such as bicycles or buses, to reduce the likelihood of collisions and congestion.

Administration

The term "administration" originates from the Latin word *administere*, meaning to care for or manage the affairs of others. It is broadly understood as a collective activity involving cooperation and coordination to achieve specific goals or objectives. The meaning of administration can vary depending on its context. In this sense, administration is an activity mainly concerned with the means which also requires cooperation as well. According to Simon, Smithburg, Thompson (1950) "Administration can be defined as the activities of groups cooperating to accomplish common goals". Human activity is

cooperative if it has the effects that would be absent if the cooperation did not take place. Thus, administration can be defined as "the complete effort of the group to control, guide, and adapt to accomplish the pre-determined goals.

Administration is a process of organizing and coordinating resources, people and activities to achieve specific goals, it involves planning, decision-making and the implementation of rules and policies in various contexts such as government, business, education and other organizations or institutions.

Theoretical Framework

The theoretical frame work suitable for this work is Behavioural theory. The theory has its roots in classical conditioning that was formalized by B.F. Skinner in the late 1950s. Skinner believed that all behaviours, including factors are caused by the people in the society. This theory minimized the influence of mental explanations of language behavior as well as the negligence of human beings on some necessary procedures that ought to have been followed. According to Skinner, behavior is modified or changed through forming associations with certain stimuli in the environment. A major tenet of Behavioural theory is operant conditioning which suggests that the likelihood of a behavior occurring is increased or decreased as a result of reward and punishment. Relating this theory to the road safety corps in Nigeria could be that, most accidents are caused due to poor attitudes and behaviours of the people, such as over speeding, use of mobile phones while driving, lack of use of seatbelts as well as drunk driving.

Behavioural theory can be effectively applied to the Federal Road Safety Corps (FRSC) and accident reduction efforts. By understanding and influencing the behaviour of drivers and other road users, the FRSC can implement strategies that encourage safer driving practices and reduce the incidence of road accidents.

Relevance of the theory to the study

Despite its critiques, one of which is that behaviorism focuses solely on external behavior and overlooks the influence of internal cognitive processes, behavioural theory remains relevant to the Federal Road Safety Corps (FRSC) as it centers on the safety of the roads in Nigeria. Its relevance can be seen in the following ways: Learning and Environmental Influence: Understanding how individuals learn driving behaviours and how the environment influences their actions is crucial for designing effective road safety interventions. The FRSC can use behavioural theory to develop strategies that leverage environmental factors and educational programmes to promote safer driving practices.

Predictability and Control: Behavioural theory's emphasis on predictability and control aligns with the FRSC's goal of reducing road accidents through targeted interventions. By identifying the antecedents and consequences of risky driving behaviours, the FRSC can implement measures to predict and control these behaviours more effectively. While behavioural theory may not address all aspects of road safety challenges; it can complement other theoretical frameworks and approaches. By integrating behavioural interventions with structural, legislative, and community-based strategies, the FRSC can develop comprehensive road safety initiatives that address the multifaceted nature of the problem.

Statutory Functions of the Federal Road Safety Corps in Nigeria

The statutory functions of the Federal Road Safety Corps are outlined in the FRSC Establishment Act, CAP F19 Laws of the Federation of Nigeria, 2004. These functions guide the corps in its effort to ensure safe road usage, reduce accidents and maintain order on Nigerian roads.

- I. Making the highway safe for motorists and other road users.
- ii. Educating motorists and members of the public on the importance of discipline on the high way.
- iii. Vehicle Inspection and Certification: The FRSC conducts inspections to ensure that vehicles on Nigerian roads are road worthy and comply with safety standards.
- iv. Designing and Enforcing Road Traffic Rules and Policies: The corps formulates and enforces policies related to road safety, including traffic flow management and road usage guidelines.
- v. Conducting Traffic Research and Data Collection: The FRSC gathers, analyses, and disseminates road traffic data to guide policy formulation and research on road safety.
- vi. Rescue Operations and Emergency Response: the FRSC provides emergency rescue services to road traffic accident victims; ensuring prompt medical attention is given.
- vii. Coordination of Road Safety Stakeholders: The corps collaborates with various government agencies, non-governmental organizations and international bodies on road safety initiatives.
- viii. Speed Limit Enforcement and Regulation: The FRSC ensures the implementation and enforcement of speed limit devices for private and commercial vehicles to enhance safety.
- ix. Public Enlightenment and Traffic Discipline: The FRSC conducts campaigns to instill traffic discipline among road users through media engagements and educational programs.

Methodology

The study adopted a survey research design to obtain data. The survey method is considered the most appropriate for this research considering

the large number of respondents expected to cover. Another justification is based on the fact that, the survey method helps to accumulate information from individuals at low cost, more so, it allows generalization to be made on a wider population of the sample under study, it is also a useful tool for verifying theories.

Population of the Study

The population of the study was drawn from the 194 staff of the Federal Road Safety Corps Benue State and 291,618 motorists and road users from the three senatorial districts of Benue State who have at one point or the other been victims of or witnesses to road accidents.

Sample Size and Sampling Technique

The sample size of the study is determined using Taro Yamane formula of 1967. This no doubt is based on the targeted population of 291,812.

The formula is given as:

$$n = \frac{N}{1 + N(e)^2}$$

Where:

n= The Sample Size Sought

N= The population of the study

I= The constant

e = The level of significance (0.05)

$$n = \frac{291,812}{1 + 291,812 (0.05)^2}$$

$$n = \frac{291,812}{1 + 291,812 * 0.0025}$$

$$n = \frac{291,812}{730.53}$$

$$n = 400$$

Proportionate Allocation of Sample Size

Federal Road Safety Corps Staff	194	$\frac{80 \times 400}{291,812}$	= 10
Drivers of Benue North- West	97,412	$\frac{97,412 \times 400}{291,812}$	= 133
Drivers of Benue North-East	97,206	$\frac{91,206 \times 400}{291,812}$	= 125
Drivers of Benue South	97,000	$\frac{97,000 \times 400}{291812}$	= 132

Method of Data Collection

The study relied on both primary and secondary sources of obtaining information. The secondary sources were obtained from text books, journals, articles, newspapers, magazines and the internet. The primary source was however obtained at the Federal Road Safety Command, Benue state chapter with the use of a self-designed questionnaire filled by the staff of the Federal Road Safety Corps, Benue State command. As well as drivers and residence of Benue state randomly selected to fill the questionnaire with a specific focus to be designed and filled by the staff of federal road safety corps. Benue State command as well as the residents of Benue State and drivers will be randomly selected to fill the questionnaire with a specific focus on the Federal Road Safety Corps and administration of road safety in Benue state.

An Assessment of the Federal Road Safety Corps and Administration of Road Safety in Benue State
What is the perception of motorists on the effectiveness of the Federal Road Safety Corps in Benue State

Table 4.1.2 The hand bills distributed by FRSC have greatly enlightened me on the importance of discipline on roads and highways

Options	No. of Respondents	Percentage (%)
Highly effective	142	37.4
Fairly effective	204	53.7
Not effective	4	1.1
Undecided	30	7.9
Total	380	100

Source: Fieldwork, 2024.

The table above, shows that 142 respondents representing (37.4%) were of the opinion that the strategies used by FRSC on the proper use of highway is highly effective, 204 respondents representing (53.7%) said it is fairly effective, 4 respondents representing (1.1%) said it not effective while 30 respondents representing 7.9% were undecided. Therefore, majority of the respondents were of the opinion that the strategies used by FRSC on the proper use of highways are fairly effective.

Various lectures given by FRSC officers have greatly increased the motorist's knowledge of the highway codes of conduct.

Options	No. of Respondents	Percentage (%)
Strongly Agree	142	37.3
Agree	204	53.7
Undecided	00	00
Disagree	14	3.7
Strongly agree	20	5.3
Total	380	100

Source: Fieldwork, 2024.

The table above shows that a total of 142 (37.3%) strongly agreed, 204 (53.7%) agreed; while 14 respondents representing (3.7%) disagreed, 20 (5.3%) strongly disagreed and none of the respondents were undecided. Thus, from the analysis above, it is evident that various lectures given by the FRSC have greatly increased motorist's knowledge on the highway code of conduct as about 204 respondents agreed to the position of the question. A participant suggested that the FRSC's focus is primarily on enforcement rather than public education: "From what I've seen, the FRSC is more interested in catching and punishing traffic offenders than actually teaching people how to be safe on the roads." (FGD participant/male/27 years old).

Objective two: What are the Public Awareness Programmes of the Federal Road Safety Corps on the use of Roads in Benue State.

The Federal Road Safety Corps from time to time Checks the State of Roads in Benue State

Options	No. of Respondents	Percentage (%)
Strongly agree	124	32.6
Agree	208	54.7
Undecided	4	1
Disagree	6	1.6
Strongly disagree	38	10
Total	380	100

Source: Fieldwork, 2024.

The table shows that 124 (32.6%) respondents agreed, 208 (54.7%) respondents strongly agreed while 4 (1%) were undecided, 6 respondents (1.6%) disagreed and 38 (20%) strongly disagree. From the analysis above it shows that the majority of the respondents were of the opinion that the Federal Road Safety Corps from time to time check the nature and educate people about the roads in the state.

Adequate Jingles are played on Radio and Television Stations by the FRSC Public Enlightenment Unit to Caution Road Users on how to use Roads and Highways.

Options	No. of Respondents	Percentage (%)
Strongly Agree	203	53.4
Agree	114	30
undecided	6	1.6
Disagree	17	4.5
Strongly Disagree	40	10.5
Total	380	100

Source: Fieldwork, 2024

The table above shows that 203 respondents representing (53.4%) strongly agreed, 114 respondents representing (30%) agreed, 6 (1.6%) were undecided, 17 respondents (4.5%) strongly disagreed and 40 respondents representing (10.5%) were undecided. From the analysis above it shows that, adequate jingles are played on radio and television stations with the aim of cautioning road users on road safety.

Federal Road Safety Corps is Faced with the Challenge of Limited Resources and Funding.

Options	No. of Respondents	Percentage (%)
Strongly agree	238	62.6
Agree	124	32.6
Undecided	00	00
Disagree	10	2.7
Strongly Disagree	8	2.1
Total	380	100

Source: Field work 2024

The table above shows that, out of 380 respondents, 238 respondents representing (62.6%) strongly agree while 124 respondents representing (32.6%) agree, none of the respondents were undecided while 10 respondents representing (2.7%) disagree and 8 respondents representing (2.1%) strongly disagree. Therefore, majority of the respondents were of the opinion that FRSC is faced with the issue of limited resources and funding. As 238 respondents strongly agreed on the position of the question asked.

Table 4.3.3 Federal Road Safety Corps is faced with the problem of limited visibility and accessibility within Local Areas and deplorable roads in the state

Options	No. of Respondents	Percentage (%)
Strongly Agree	108	28.4
Agree	202	52.3
Undecided	00	00
Disagree	20	5.3
Strongly disagree	50	13.2
Total	380	100

Source: Fieldwork, 2024.

The table above shows that 108 (28.4%) strongly agree, 202 respondents (52.3%) agree while none of the respondents went for undecided, 20 respondents representing (5.3%) disagree and 50 respondents representing (13.2%) strongly disagree. From the analysis above, it shows that majority of the respondents were of the opinion that the Federal road safety corps in Benue state lack publicity and accessibility.

4.4.6 Discussion of Findings

Objective one of the study was based on the public awareness/enlightenment programs of the FRSC in Benue State. The paper highlights the Federal Road Safety Corps' (FRSC) commitment to public enlightenment as a core strategy for promoting safer road usage in Benue State. The findings indicate that the FRSC employs diverse approaches to educate road users, positively shaping their behaviors and improving road safety.

Objective two is anchored on: perception of motorist on the effectiveness of the Federal Road Safety Corps FRSC and public enlightenment programs in Benue State. Four questions were asked in respect to this objective. The findings from the research indicate a perception of the Federal Road Safety Corps' (FRSC) public enlightenment strategies and their effectiveness in promoting road safety. The data suggests that FRSC's initiatives are somewhat effective but leave room for improvement in various areas. A significant majority of respondents (53.7%) described the FRSC's strategies as “fairly effective,” with 37.4% considering them “highly effective.” However, a small percentage found them ineffective or was undecided. This highlights an overall positive impact but also points to gaps in achieving broader effectiveness.

The third objective is to examine the impact of Policies of the Federal Road Safety Corps on accident reduction in the state. When asked if the FRSC has been effective in making policies to reduce accidents, majority

of respondents, 204 (53.7%), strongly disagreed, and 142 (37.3%) disagreed, emphasizing the perceived ineffectiveness of the FRSC in addressing accident related issues in Benue State. Only 3.7% strongly agreed and 5.3% agreed.

Generally, the study examined the perception of motorists regarding the effectiveness of the Federal Road Safety Corps (FRSC) in Benue State. Findings suggest that while the FRSC has made notable efforts in public enlightenment and road safety awareness, there remain areas for improvement. Additionally, respondents largely agreed that FRSC frequently checks road conditions in the state, with 54.7% strongly agreeing and 32.6% agreeing. Moreover, the FRSC's use of radio and television jingles to caution road users was widely acknowledged, as 53.4% of respondents strongly agreed, and 30% agreed that these efforts contribute to safer driving behaviors. These findings underscore the FRSC's active role in public awareness campaigns, even though some respondents expressed concerns that enforcement takes precedence over education.

Despite these positive perceptions, significant challenges affecting the FRSC's efficiency were identified. A major challenge is limited resources and funding, with 62.6% of respondents strongly agreeing that this constrains the agency's effectiveness. Additionally, visibility and accessibility issues were highlighted, as 52.3% of respondents agreed that the FRSC faces difficulties in reaching certain areas, compounded by poor road conditions. This suggests that infrastructural limitations and insufficient funding hamper the FRSC's ability to operate optimally in Benue State.

Lastly, the study explored the effectiveness of FRSC policies in reducing accidents. A considerable number of respondents (53.7%) strongly disagreed, while 37.3% disagreed that the FRSC has been effective in implementing accident reduction policies. This indicates a general dissatisfaction with policy measures, suggesting the need for improved strategies in curbing road accidents. While the FRSC's efforts in road safety awareness and public enlightenment are acknowledged as beneficial, significant gaps remain in policy impact, funding, and accessibility. Addressing these challenges would enhance the effectiveness of the FRSC in promoting road safety in Benue State.

Conclusion

The study examined the perception of motorists regarding the effectiveness of the Federal Road Safety Corps (FRSC) in Benue State. Findings suggest that while the FRSC has made notable efforts in public enlightenment and road safety awareness, there remain areas for improvement. Additionally, respondents largely agreed that FRSC

frequently checks road conditions in the state, with 54.7% strongly agreeing and 32.6% agreeing. Moreover, the FRSC's use of radio and television jingles to caution road users was widely acknowledged, as 53.4% of respondents strongly agreed, and 30% agreed that these efforts contribute to safer driving behaviors. These findings underscore the FRSC's active role in public awareness campaigns, even though some respondents expressed concerns that enforcement takes precedence over education.

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Recommendations

Based on this study on Federal Road Safety Corps and Administration of Road Safety in Benue State, the following recommendations are made: The Federal Road Safety Corps should adopt a more proactive and community-centered approach by increasing its visibility and accessibility within local communities. This may include regularly organizing training sessions, town hall meetings, and outreach programs in collaboration with local stakeholders, such as motor parks, transport associations, and community leaders.

Provision of Standardized Equipment: Adequate and standardized enforcement equipment should be supplied to all Federal Road Safety Corps units in Benue State. Collaborative efforts between the government and private organizations can ensure these resources are provided, enhancing the FRSC's ability to manage traffic and reduce accidents.

Strategic Recruitment: Recruitment of qualified personnel for various roles within the FRSC is crucial. This ensures effective team collaboration and alignment with job-specific responsibilities, ultimately enhancing road safety efforts;

Enforcement of Regulations: Emphasizing traffic rules and the consequences of non-compliance should be a recurring activity. Various media channels, books, and pamphlets can be used to ensure widespread understanding.

Stakeholder Collaboration: Regular consultations with stakeholders, including government agencies, NGOs, road users, and traffic management bodies, can foster the development of more effective accident reduction strategies.

Data Management: Improved training on accident data management for FRSC staff is essential. Accurate, up-to-date, and universally accepted data will help assess effectiveness and identify areas needing improvement;

Road Safety Education should be enhanced: Integrating road safety into school curricula can instill proper road usage habits from a young age. Efforts should be intensified to ensure its implementation across all schools in Benue State.

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Industrial Revolution and the Expansion of Europe: The Consequences on the Economies of Developing Nations

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Abstract

This paper examines the expansion of Europe in the wake of the Industrial Revolution and the consequences thereof on the economies of developing nations. The paper employed the qualitative research design by relying heavily on existing secondary data. The paper utilized the Capitalist Theory as a framework of analysis. Findings from the research revealed that the industrial revolution and the subsequent expansion in Europe led to the infiltration and disarticulation of the economies and culture of the developing nations. Therefore, the paper concluded that the Industrial Revolution transformed the social-economy of Europe. The creation of an industrial proletariat produced a whole new force for change. The development of a wealthy industrial middle class presented a challenge to the long-term hegemony of landed wealth. Though that wealth had been threatened by the fortunes of commerce, it had never been overturned. Sequel to the above findings and conclusion, the paper recommended that the political elites and leaders in developing nations across the globe need to understand and apply the principles of industrial revolution as state policy in order to improve the lots of their subjects and create enabling environment for a modern state system; developing nations should stimulate primary production to enhance the competitiveness of real sector participation in their economies.

Key Words: Industrial Revolution, Expansion of Europe, Developing Nations

Introduction

The Industrial Revolution played a pivotal role in the transformation of economic and socio-political systems across the globe. Through the introduction of machinery and factory-based production, it laid the

foundation for the modern state system. As one of the most significant forces of change in the nineteenth century, the Industrial Revolution propelled Western civilization into an era of mechanization that continues to define the modern world (Eric, 1991). Originating in Britain, its rapid diffusion across continental Europe and the newly independent United States solidified the West's dominance in global economic and industrial advancements. This transition from traditional modes of labour and production to mechanized and technologically sophisticated systems was a major step toward modern economic development (Foster, 2004).

This period marked a profound shift in economic and socio-political structures worldwide, driven by the large-scale adoption of machinery and industrial factories (Hobsbawm, 1991; Inikori, 2005; Berg & Hudson, 1992; Lorenzen, 2005). The rapid industrial expansion spread from Great Britain to other European nations and the United States during the nineteenth century. Belgium and the United States became prominent in textile and coal production, while France made significant advances in textile manufacturing. These industrial advancements not only enhanced productivity but also redefined labor organization and economic structures.

The Industrial Revolution led to a dramatic increase in industrial output, facilitated by new energy sources such as coal and steam. These innovations replaced wind and water power, leading to the development of labour-saving machines that reduced reliance on human and animal labor while significantly boosting productivity. The rise of power-driven machinery necessitated new labour management strategies, prompting the transition from small workshops and cottage industries to large-scale factory production. However, early industrial factories often exposed workers to harsh conditions, drawing criticism from reformers, particularly regarding the treatment of married women in the workforce.

Europe's economic landscape underwent a fundamental transformation as it shifted from a labour-intensive agrarian economy to a capital-intensive industrial one characterized by mechanized manufacturing, specialized labour, and large-scale factory production. Though the Industrial Revolution took decades to spread globally, it profoundly altered European societies and their interactions with the rest of the world. The expansion of large factories led to mass migrations from rural areas to urban centers, replacing traditional rural social structures with impersonal urban living conditions. Increased productivity created a growing demand for raw materials and new markets, fueling changes in global consumption patterns and advancements in transportation that facilitated the rapid movement of goods worldwide.

Moreover, the Industrial Revolution contributed to the rise of a wealthy industrial middle class and a vast industrial working class (proletariat), reshaping traditional social hierarchies (Anthony, 2018). Within this context, the expansion of European influence driven by industrialization had profound consequences for developing nations. These regions were integrated into a global economic system that often prioritized European industrial needs over local development. The demand for raw materials from Africa, Asia, and Latin America led to the restructuring of their economies, often creating long-term dependencies and economic imbalances. Against this backdrop, this paper examines the expansion of Europe in the wake of the Industrial Revolution and its consequences on the economies of developing nations.

Literature Review

The Industrial Revolution is widely recognized as a transformative period in global economic history, marking the transition from agrarian and craft-based economies to industrial and mechanized systems of production. Historians and economists generally agree that the Industrial Revolution began in Britain in the late 18th century before spreading to other parts of Europe and North America (Ashton, 1948; Hobsbawm, 1999). This period was characterized by the introduction of new technologies, changes in labour organization, and the emergence of factories, which led to unprecedented increases in productivity and economic growth (Landes, 1969).

The term Industrial Revolution was popularized by Arnold Toynbee (1884) to describe the rapid technological and economic changes that occurred between 1750 and 1850 (Toynbee, 1884). It refers to the large-scale transformation in industrial production, driven by innovations such as the steam engine, mechanized textile production, and iron and steel manufacturing (Mokyr, 1990). Some scholars like Crafts, (1985), argue that the Industrial Revolution was not a single event but a gradual evolution of industrialization over several decades.

Several factors contributed to the onset of the Industrial Revolution. The development of new machinery, such as the spinning jenny (1764) and the power loom (1787), revolutionized textile production (Allen, 2009). James Watt's steam engine (1776) played a crucial role in mechanization, enabling greater efficiency in manufacturing and transportation (Cardwell, 1995). The rise of capitalism and entrepreneurship fostered investment in industrial ventures (Landes, 1969). The availability of capital, combined with a growing consumer market, encouraged industrial expansion (Mokyr, 2010).

Also, the Industrial Revolution was accompanied by significant population increases, which provided both labor for factories and a larger

market for manufactured goods (Wrigley, 2013). As industries grew, people migrated from rural areas to urban centers, leading to the expansion of cities such as Manchester and Birmingham (Hobsbawm, 1999). Furthermore, the availability of raw materials from colonized regions in Africa, Asia, and the Americas played a crucial role in sustaining industrial production (Inikori, 2002). European powers utilized on cheap raw materials such as cotton, rubber, and sugar, extracted through exploitative trade systems (Beckert, 2014).

Theoretical Framework

This paper adopted the Capitalist Theory as its analytical framework. Originating from Adam Smith's *The Wealth of Nations* (1776), capitalism advocates for a self-regulating market driven by supply, demand, and profit motives. However, Karl Marx's *Das Kapital* (1867) provided a critical exposition, arguing that capitalism inherently leads to wealth concentration, market instability, and economic inequalities. Marx contended that industrialization fosters large-scale enterprises, where stronger firms acquire weaker ones, perpetuating economic disparity.

According to capitalist theory, economic growth is driven by profit expectations, leading to cycles of booms and recessions (Reisman, 1998). While capitalism fosters innovation, entrepreneurship, and wealth accumulation were key factors behind Britain's industrial dominance. Critics such as Feinstein (1998); Foster (2004), argue that it also creates instability and inequality, particularly affecting developing nations.

Despite these criticisms, capitalism remains relevant in explaining the Industrial Revolution and its global impact. It illustrates why developed economies continue to prosper while developing nations struggle, as wealth accumulates in entrepreneurial cultures that prioritize progress, technology, and hard work. Furthermore, capitalism facilitates global trade by allocating resources based on consumer preferences, transcending barriers such as race and religion. Thus, the theory underscores the role of market-driven economic systems in shaping industrial and global economic transformations.

The Historical antecedents of the Industrial Revolution (1775)

The **Industrial Revolution** began in **Britain in the late 18th century**, making it the wealthiest nation by 1850. Over time, industrialization spread to Europe with **Germany and the U.S. surpassing Britain** by the end of the 19th century. The Industrial Revolution in Britain was driven by several key factors that laid the foundation for rapid economic and technological advancement. One of the primary catalysts was the Agricultural Revolution, which brought significant improvements in farming techniques and livestock breeding. These advances led to increased food production, making food more affordable and freeing up

disposable income for manufactured goods. Additionally, the resulting population growth provided a surplus labor force for emerging factories (Berg & Hudson, 1992).

Another crucial factor was the availability of capital and a robust banking system. Britain had accumulated substantial investment capital from trade and small-scale industries, while its well-established central bank and credit facilities encouraged entrepreneurship and industrial expansion. The country was also endowed with abundant natural resources and a strong infrastructure. Rich deposits of coal and iron ore provided essential raw materials for manufacturing, while an extensive transport network—including roads, rivers, and canals—connected industrial centers, making the movement of goods and resources efficient (Landes, 1999).

Government policies further supported industrial growth. A stable political environment and laws protecting private property fostered a business-friendly climate. Compared to other European nations, Britain imposed fewer restrictions on private enterprise, allowing innovation and industrial development to flourish.

Finally, expanding markets played a vital role in Britain's industrial success. The country's vast colonial empire and powerful merchant navy facilitated global trade, leading to a fourfold increase in exports between 1660 and 1760. Mass-produced textiles, in particular, found eager buyers in Africa, the Americas, and the East, where demand for affordable goods was high (Horn, Rosenband & Smith, 2010). As domestic and international markets grew, British entrepreneurs embraced new manufacturing techniques, driving the Industrial Revolution and reshaping economies worldwide.

Technological Changes and New Forms of Industrial Organization

The cotton textile industry was the first major sector to embrace the Industrial Revolution in the 1770s and 1780s with the emergence of factories. Britain had already dominated cotton production through cottage industry, but technological advancements revolutionized the process. The advancement of textile machinery played a crucial role in accelerating the Industrial Revolution. One of the earliest innovations was the Flying Shuttle, which significantly increased the speed of weaving. However, this rapid improvement created an unexpected consequence, a shortage of yarn, as traditional spinning methods could not keep up with the demand.

To address this issue, James Hargreaves invented the Spinning Jenny in 1768, allowing multiple threads to be spun simultaneously and greatly boosting yarn production. This innovation was soon followed by Richard Arkwright's Water Frame and Samuel Crompton's Mule, both of which further enhanced the efficiency and quality of spinning. In 1787,

Edmund Cartwright introduced the Power Loom, which automated the weaving process, reducing the reliance on manual labor and increasing textile output (Berg & Hudson, 1992). These technological breakthroughs revolutionized the textile industry, paving the way for mass production and the expansion of Britain's industrial economy.

By the mid-1820s, hand-loom weavers were largely replaced by power looms, which grew from 2,400 in 1813 to 250,000 by 1850 (Eric, 1991). The emergence of factories concentrated the workforce around rivers and streams, which provided power for machinery. This shift led to rapid urbanization as people migrated from rural areas to newly developed industrial towns in search of work. The demand for even greater productivity led to the steam engine, which further transformed the cotton industry, making Britain the global leader in textile manufacturing.

i. The Steam Engine

The steam engine was a driving force behind the Industrial Revolution, transforming cotton production and expanding the factory system into new industries. Initially, its development was driven by Britain's need for efficient pumps to remove water from deep coal mines, as wood shortages made coal an essential alternative fuel.

Thomas Newcomen (1712) created the first atmospheric steam pump, though it was inefficient (Foster, 2004). James Watt (1760s) improved the design by adding a separate condenser, greatly enhancing efficiency (Eric, 1991). By 1782, Watt introduced a rotary engine, allowing steam power to drive machinery, revolutionizing spinning and weaving. By 1850, steam engines powered 87% of the British cotton industry. Britain's cotton imports rose from 22 million pounds (1787) to 366 million pounds (1840), with most supplied by slave labor in the American South (Feinstein, 1998). Cheap cotton textiles became widely available, improving clothing for all social classes.

Steam engines eliminated dependence on rivers, allowing factories to be built anywhere. By 1850, steam engines generated 500,000 stationary horsepower and 790,000 mobile horsepower, mainly in locomotives (Acemoglu, Johnson & Robinson, 2005). Increased demand for coal boosted mining and iron production, fueling further industrial growth. The steam engine was a tireless and powerful energy source that secured Britain's industrial dominance, paving the way for global economic transformation.

ii. The Iron Industry: During the Industrial Revolution, the British iron industry underwent a major transformation. Although Britain had abundant iron ore, production remained primitive until the 18th century, relying heavily on charcoal. Early 18th-century advancements introduced coke-based smelting, improving iron output, while in the

1780s, Henry Cort developed puddling, a process that burned away impurities, producing high-quality wrought iron.

Iron production soared. In 1740, 17,000 tons were produced, while in 1780s, 70,000 tons were produced. By 1840s, over 2 million tons were produced and in 1852, nearly 3 million tons were produced, surpassing the rest of the world combined (Acemoglu, Johnson & Robinson, 2005).

Wrought iron became the dominant metal until cheaper steel emerged in the 1860s. Lower iron costs accelerated machinery use and enabled advancements in transportation, such as railways and steam engines. This iron revolution played a critical role in industrial expansion, fueling the rise of machines, infrastructure, and economic growth.

iii. A Revolution in Transportation: In the 18th century, Britain expanded its transportation network, building roads and canals to improve the movement of goods. However, these were soon surpassed by the railroad, which became the most significant driver of European economic progress in the 1830s and 1840s. Mining operations in Germany in (1500s) and Britain in (1600s) used wooden rails to reduce friction for horse-drawn carts. By 1830, George Stephenson's Rocket ran on the first modern public railway from Liverpool to Manchester and in 1700s, wooden rails were replaced with cast-iron rails, leading to widespread horse-drawn railways in mining areas. In 1804, Richard Trevithick introduced the first steam-powered locomotive in Wales.

Railroads expanded rapidly. In 1840, 2,000 miles of track were constructed while in 1850, 6,000 miles were constructed, connecting much of Britain (Acemoglu, Johnson & Robinson, 2001). Railroads boosted coal and iron industries, fueling Britain's engineering dominance after 1840. Also, faster, cheaper transport lowered production costs, expanded markets, and led to increased industrial output. Profits from railroads encouraged continuous economic growth, reinforcing the self-sustaining nature of the Industrial Revolution.

Railroads showcased technological power, connecting distant regions and transforming landscapes through tunnels and bridges. This era marked a break from traditional economies, ushering in modern industrial capitalism. The railroad revolutionized transportation, industry, and economic growth, making it a defining force of the Industrial Revolution.

iv. The Industrial Factory: The factory system emerged as the primary way to organize labor in the new cotton industry, replacing the artisan's shop and peasant's cottage. Unlike previous workers who owned their tools, factory workers were hired solely to operate machines in exchange for wages. From the start, factories required strict discipline to keep machines running efficiently. Unlike pre-industrial workers, who followed irregular schedules, factory employees had to work fixed hours

in structured shifts. This was a major shift, as agricultural laborers and cottage industry workers were accustomed to periods of intense work followed by downtime.

Factory owners enforced rigid time discipline to maximize productivity. Workers performed repetitive tasks for long hours, and factory regulations were strict. Fines and dismissals were common for lateness or serious offenses like drunkenness, which was especially dangerous around machines. With a surplus of unskilled labor, losing a job could be devastating, making workers more compliant. Over time, second and third-generation factory workers adapted to structured schedules, seeing a regular workweek as normal. This shift in attitude played a key role in Britain's rapid economic growth in the 19th century.

v. The Great Exhibition: Britain in 1851. In 1851, the British organized the world's first industrial fair. It was housed at Kensington in London in the Crystal Palace, an enormous structure made entirely of glass and iron, a tribute to British engineering skills. Covering nineteen acres, the Crystal Palace contained 100,000 exhibits that showed the wide variety of products created by the Industrial Revolution. Six million people visited the fair in six months. Though most of them were Britons, who had traveled to London by train, foreign visitors were also prominent. The Great Exhibition displayed Britain's wealth to the world; it was a gigantic symbol of British success. Even trees were brought inside the Crystal Palace as a visible symbol of how the Industrial Revolution had achieved human domination over nature (David, 1969).

By the year of the Great Exhibition, Great Britain had become the world's first and richest industrial nation. Britain was the “workshop, banker, and trader of the world.” It produced one-half of the world's coal and manufactured goods; its cotton industry alone in 1851 was equal in size to the industries of all other European countries combined. The quantity of goods produced was growing at three times the growth rate in 1780. No doubt, Britain's certainty about its mission in the world in the nineteenth century was grounded in its incredible material success story.

The Expansion of Europe

Eventually, the Industrial Revolution revolutionized the social life of Europe and the world. Although much of Europe remained bound by its traditional ways, already in the first half of the nineteenth century, the social impact of the Industrial Revolution was being felt, and future avenues of growth were becoming apparent. Vast changes in the number of people and where they lived were already dramatically evident.

Population Growth: Population increases had already begun in the eighteenth century, but they became dramatic in the nineteenth century. They were also easier to discern because record keeping became more

accurate. In the nineteenth century, governments began to take periodic censuses and systematically collect precise data on births, deaths, and marriages. In Britain, for example, the first census was taken in 1801, and a systematic registration of births, deaths, and marriages was begun in 1836. In 1750, the total European population stood at an estimated 140 million; by 1800, it had increased to 187 million and by 1850 to 266 million, almost twice its 1750 level (Berg & Hudson, 1992).

This population explosion cannot be explained by a higher birthrate for birthrates were declining after 1790. Between 1790 and 1850, Germany's birthrate dropped from 40 per 1,000 to 36.1; Great Britain's from 35.4 to 32.6 and France's from 32.5 to 26.7 (Berg & Hudson, 1992, p.67). The key to the expansion of population was the decline in death rates evident throughout Europe. Two major causes explain this decline; there was a drop in the number of deaths from famines, epidemics, and war. Major epidemic diseases, in particular, such as plague and smallpox declined noticeably, although small-scale epidemics continued. The ordinary death rate also declined as a general increase in the food supply, already evident in the agricultural revolution of Britain in the late eighteenth century, spread to more areas. More food enabled a greater number of people to be better fed and therefore more resistant to disease. Famine largely disappeared from Western Europe, although there were dramatic exceptions in isolated areas, Ireland being the most significant. Although industrialization itself did not lead to population growth, industrialized areas did experience a change in the composition of the population. By 1850, the proportion of the active population involved in manufacturing, mining, or building had risen to 48 percent in Britain, 37 percent in Belgium, and 27 percent in France (Foster, 2004). But the actual areas of industrialization in 1850 were minimal, being concentrated in northern and central England, northern France, Belgium, and sections of western and eastern Germany.

The Growth of Cities: Although the Western world would not become a predominantly urban society until the twentieth century, cities and towns had already grown dramatically in the first half of the nineteenth century, a phenomenon related to industrialization. Cities had traditionally been centers for princely courts, government and military offices, churches, and commerce. By 1850, especially in Great Britain and Belgium, they rapidly became places for manufacturing and industry. With the steam engine, entrepreneurs could locate their manufacturing plants in urban centers where they had ready access to transportation facilities and unemployed people from the country looking for work.

In 1800, Great Britain had one major city, London, with a population of 1 million, and six cities with 50,000 and 100,000. Fifty years later, London's population had swelled to 2,363,000, with nine cities over 100,000 and eighteen cities with populations between 50,000 and 100,000 (Berg & Hudson, 1992, p.98).

All together, these twenty-eight cities accounted for 5.7 million or one-fifth of the total British population. When the populations of cities under 50,000 are added to this total, we realize that more than 50 percent of the British population lived in towns and cities by 1850. Britain was forced to become a food importer rather than an exporter as the number of people involved in agriculture declined to 20 percent of the population.

Urban populations also grew on the Continent, but less dramatically. Paris had 547,000 inhabitants in 1800, but only two other French cities had populations of 100,000: Lyons and Marseilles. In 1851, Paris had grown to 1 million while Lyons and Marseilles were still under 200,000. German and Austrian lands had only three cities with over 100,000 inhabitants (Vienna had 247,000) in 1800; fifty years later, there were only five, but Vienna had grown to 440,000 (Eric, 1991, p76). As these figures show, urbanization did not proceed as rapidly here as in Britain; of course, neither had industrialization. Even in Belgium, the most heavily industrialized country on the Continent, almost 50 percent of the male workforce was still engaged in agriculture by mid century.

New Social Classes: The Industrial Middle Class. The rise of industrial capitalism produced a new middle class group. The bourgeois or middle class was not new; it had existed since the emergence of cities in the middle Ages. Originally, the bourgeois was the burgher or town dweller, whether active as a merchant, official, artisan, lawyer, or scholar, who enjoyed a special set of rights from the charter of the town. As wealthy townspeople bought land, the original meaning of the word bourgeois became lost, and the term came to include people involved in commerce, industry, and banking as well as professionals, such as lawyers, teachers, physicians, and government officials at various levels. At the lower end of the economic scale were master craftspeople and shopkeepers.

The social origins of industrial entrepreneurs were incredibly diverse. Many of the most successful came from a mercantile background. Three London merchants, for example, founded a successful ironworks in Wales that owned eight steam engines and employed 5,000 men (Foster, 2004). In Britain, land and domestic industry were often interdependent. Joshua Fielden, for example, acquired sufficient capital to establish a factory by running a family sheep farm while working looms in the farmhouse. Intelligent, clever, and ambitious apprentices who had learned their trades well could also strike it rich (Anthony, 2018).

Within the cities, artisans or craftspeople remained the largest group of urban workers during the first half of the nineteenth century. They worked in numerous small industries, such as shoe making, glove making, bookbinding, printing, and bricklaying. Some craftspeople formed a kind of aristocracy of labor, especially those employed in such luxury trades as coach building and clock making who earned higher wages than others. Artisans were not factory workers; they were traditionally organized in guilds where they passed on their skills to apprentices. But guilds were increasingly losing their power, especially in industrialized countries. Fearful of losing out to the new factories that could produce goods more cheaply, artisans tended to support movements against industrialization.

New Social Classes: Workers in the Industrial Age: At the same time, the members of the industrial middle class were seeking to reduce the barriers between themselves and the landed elite, they also were trying to separate themselves from the labouring classes below them. The working class was actually a mixture of different groups in the first half of the nineteenth century. In the course of the nineteenth century, factory workers would form an industrial proletariat, but in the first half of that century, they by no means constituted a majority of the working class in any major city, even in Britain. According to the 1851 census in Britain, there were 1.8 million agricultural labourers and 1 million domestic servants, but only 811,000 workers in the cotton and woolen industries (Foster, 2004). Even one-third of these were still working in small workshops or in their own homes.

Industrial Revolution: Consequences on the Economies of Developing Nations

The manufacturing history of counties of the global south is often overlooked, but many developing countries had long-standing craft traditions and significant technical skills before European colonialism. Innovations like gunpowder, paper, and textiles originated in the East, and Indian textiles were once popular in Britain before import restrictions hurt local production. Similarly, Portugal restricted Brazil's textile production to protect its own industry. However, the European Industrial Revolution and colonial expansion devastated local industries in many developing countries.

Colonialism negatively impacted Africa economically, politically, and culturally. European powers seized fertile land for mining and commercial farming, often displacing locals and forcing them into low-wage labour with harsh conditions. Colonial governments taxed Africans heavily to fund their administration, forcing many into forced labour to meet tax demands. The focus on cash crops (like cocoa, coffee, and cotton) over food production led to famine. Africans were prohibited from trading among themselves and were forced to export raw materials while importing expensive finished goods from Europe, deepening economic dependency.

Despite these obstacles, some industrialization did occur. By 1914, India had over 250 cotton mills, and Brazil's textile and iron industries grew. However, the global south still contributes little to global manufacturing, with manufacturing accounting for less than 15-30% of GDP in most regions. Obstacles to industrialization include lack of infrastructure, capital, skilled labor, bad governance and lack of political will and limited markets.

Colonial policies deliberately prevented industrialization and created economic dependency. Even after independence, structural barriers remain, with monoculture economies, wage disparities, and foreign control of industries reinforcing underdevelopment. The unequal exchange of raw materials for industrial goods benefits capitalist economies, further widening the economic gap. Dependency theory argues that these nations were integrated into the global economy in a way that stunted their autonomous development, making self-sustaining industrial growth difficult.

Conclusion

The Industrial Revolution seemed to prove to Europeans the underlying assumption of the Scientific Revolution of the seventeenth century that human beings were capable of dominating nature. By rationally manipulating the material environment for human benefit, people could create new levels of material prosperity and produce machines not dreamed of previously. Lost in the excitement of the Industrial Revolution were the voices that pointed to the dehumanization of the workforce and the alienation from one's work, one's associates, one's self, and the natural world.

The Industrial Revolution also transformed the social world of Europe. The creation of an industrial proletariat produced a whole new force for change. The development of a wealthy industrial middle class presented a challenge to the long-term hegemony of landed wealth. Though that wealth had been threatened by the fortunes of commerce, it had never been overturned. The new bourgeoisie was however, more demanding.

Recommendations

Sequel to the above findings and conclusion, the following recommendations are made:

- i. Political elites and leaders in developing nations across the globe need to understand and apply the principles of industrial revolution as state policy in order to improve the lot of their subjects and create enable environment for modern state system.
- ii. Governments of developing nations must prioritize primary production such as agriculture, mining, forestry, and fisheries by Investing in modern agricultural and extraction techniques, providing financial and technical support, to strengthen their economies and boost real sector participation. The real sector, which includes industries that produce goods and services rather than engage in financial speculation, relies heavily on a strong foundation in primary production. By increasing efficiency, output, and value addition in these sectors, developing nations can enhance competitiveness, attract investment, and create sustainable economic growth.
- iii. To significantly increase the production of processed and manufactured goods for export, developing nations must adopt a strategic, actionable approach that includes industrial policy reforms, investment in infrastructure, workforce development, and market expansion through Special Economic Zones, agro-processing and value-addition industries.
- iv. The economies of developing nations should be organized in such a way to stimulate domestic and foreign trade in value added goods and services;
- v. Governments of developing nations should strengthen linkages among key sectors of the economy especially in agriculture and industrialization.

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The Challenges of e-governance and Public Administration in Nigeria

by

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Abstract

Nigeria faces significant governance issues, including inefficiency, poor resource allocation, corruption, and inadequate infrastructure. The adoption of E-governance is seen as a critical solution to streamline administrative processes, enhance transparency, and improve service delivery. However, poor technological infrastructure, limited internet connectivity, resistance to change, and low Information Communication Technology literacy remain key obstacles. The paper therefore traces Nigeria's E-governance journey from the early 2000s, highlighting initiatives such as the establishment of the National Information Technology Development Agency, the Integrated Payroll and Personnel Information System, and the Government Integrated Financial Management Information System. Despite notable progress, Nigeria's E-Governance Development Index ranking has declined, reflecting persistent challenges. Empirical studies reveal infrastructural deficiencies and socio-cultural barriers as major constraints. Additionally, power supply issues and lack of accountability, further complicate implementation. The study emphasizes the importance of leadership commitment, digital literacy, and sufficient investment in Information Communication Technology infrastructure for the success of E-governance. The paper concludes with Nigeria being advanced in E-governance adoption, but issues like poor infrastructure, limited connectivity, power shortages, and resistance hinder progress. Finally, the study recommends the establishment of Ministry of ICT Affairs, training of public staff members on the use E-governance to provide efficient service delivery, and availability of power supply among other things. The paper adopted desk review methodology to consolidate findings from secondary sources, including scholarly articles, government reports, policy documents, organizational publications, and credible online resources.

Keywords: E-governance, Information Communication Technology, Nigeria, Public Sector and Service Delivery.

Introduction

Nigeria, Africa's most populous nation with a significant economy, faces persistent challenges in public sector management. The calls to reform and modernize the sector have intensified, emphasizing the need for alignment with international best practices to drive national development. As noted by Ogwola and Uranta (2022), key challenges include poor governance, inefficient resource allocation, inadequate revenue mobilization and distribution, policy discontinuity, information asymmetry, low morale, and a lack of skilled human capital. Historically, corruption, bureaucratic inefficiencies, and limited access to public services have hindered effective governance and socio-economic progress. In response, the Nigerian government has initiated technological reforms to enhance service delivery and improve governance outcome.

In the digital era, leveraging technology has become essential for governments worldwide to enhance efficiency, transparency, and citizen engagement. E-governance is a key strategy for transforming public sector administration by streamlining processes, improving service delivery, and fostering greater public participation. When properly implemented, a well-structured E-governance system can significantly reduce service delivery time and enhance administrative effectiveness. However, Nigeria faces significant challenges in adopting E-governance due to outdated technological infrastructure, including obsolete hardware and software in government offices and limited access to reliable internet connectivity. These deficiencies contribute to frequent communication breakdowns and delays in policy implementation. Additionally, poor accountability, lack of transparency, and ineffective policy execution further undermine the efficiency of public administration. The inadequate digital budget, lack of professionalism, and substandard public service management exacerbate these challenges, resulting in poor service quality and weakened governance.

Given the crucial role of public sector management in national development overseeing essential services such as education, healthcare, national security, social insurance, and foreign relations addressing these challenges is imperative. The persistence of inefficiencies in E-governance threatens Nigeria's socio-economic progress, making urgent reforms necessary. This study is a response to the pressing need for a coordinated effort to overcome these obstacles, instilling a sense of duty and patriotism to strengthen Nigeria's public sector management. This paper's primary goal is to highlight the obstacles to E-governance

implementation in Nigeria's public sector and offer recommendations that could help in the successful implementation of E-governance in Nigeria's public sector. This study will be discussed in four parts, the first and second parts will be the concept of E-governance and the historical progression of E-governance in Nigeria respectively. Thereafter, the study will highlight empirical review of challenges in the implementation of E-governance in Nigeria and finally it will conclude and offer actionable recommendations.

Concept of E-Governance

E-governance is one of the new phases in public administration it is the methodology involving the use of Information Communication Technology (ICT) in improving transparency, providing information speedily to all citizens, improving administrative efficiency, improving public services such as transportations, power, health, water, security, and municipal services(Onuigbo, 2015). Invariably, E-governance is the public sector's use of ICT with the aim of improving information and service delivery, encouraging citizen's participation in the decision-making process and making government more accountable, transparent and effective. Similarly, World Bank(2001) defines E-governance as the government owned or operated systems of ICT that transforms relations with citizens, the private sector and/or other government agencies so as to promote citizens' empowerment, improve service delivery, strengthen accountability, increase transparency, or improve government efficiency.

E-governance is a general term for web-based services from agencies of local, state, and federal governments. In E-governance, the government uses ICT and particularly the internet to support government operations, engage citizens, and provide government services. The interaction may take the form of information retrieval, filing, or payment, among a variety of other activities via the World Wide Web (Sharma & Gupta, 2003, Sharma, 2004, Sharma 2006). Additionally, according to Silcock (2001), E-governance is the use of technology to enhance the access and delivery of government services to benefit citizens, business partners, and employees.

Furthermore, E-governance, as defined by Abdullahi (2017), is the use of ICT and its application by the appropriate government entity to provide the public with public services and information. Fang (2002), defined E-governance as a means for governments to improve service delivery by utilizing the most cutting-edge information and communication technology, especially web-based Internet applications.

The given definitions of E-governance captured its fundamental essence leveraging technology to enhance government service delivery and accessibility. However, these definitions are somewhat broad and do not fully encompass the multifaceted nature of E-governance. Beyond

service delivery, E-governance extends to areas such as e-democracy, e-voting, and data-driven policymaking, ultimately reshaping the relationship between governments and citizens. Hence, from my perspective, E-governance is not just about technology adoption but about transforming governance structures to make them more citizen-centric, accountable, and responsive. It should bridge the gap between the government and the people, ensuring inclusivity while minimizing bureaucracy and corruption. However, challenges such as the digital divide, cybersecurity threats, and resistance to change must be addressed for its full potential to be realized.

Methodology

This study addresses a significant gap in research on the challenges of E-governance and public administration in Nigeria, particularly examining the barriers to effective implementation. Existing literature on this subject remains limited, necessitating a methodological approach that systematically synthesizes available information and insights. A desk review methodology was chosen to consolidate findings from secondary sources, including scholarly articles, government reports, policy documents, organizational publications, and credible online resources. This approach allows for a comprehensive assessment of the importance of E-governance in Nigeria, the current state of its implementation, the key obstacles hindering its effectiveness, and potential strategies for overcoming these challenges. By leveraging existing knowledge and addressing gaps in empirical research, this paper aims to contribute valuable insights to policy-making and administrative reforms in Nigeria's governance landscape.

Historical Progression of E-Governance in Nigeria

The development of E-Governance in Nigeria has been gradual, driven by the increasing need for efficient public service delivery and enhanced government transparency. The evolution of E-governance in Nigeria can be traced back to the early 2000s, marked by various policy frameworks and initiatives aimed at modernizing governance structures. According to Akpan and Titus (2019), the first major push towards E-Governance came in April 2001 when Nigeria recognized the need to adopt ICT in governance. This period saw the establishment of the National Information Technology Development Agency (NITDA) and was tasked as the primary agency responsible for implementing Nigeria's ICT policies and promoting digital infrastructure. This period also saw the launch of the National e-Government Strategies (NeGSt) initiative in 2004, which aimed to create a roadmap for digitizing government operations and facilitating seamless interaction between the government and citizens. By 2007, the Federal Government of Nigeria (FGN) began rolling out the Integrated Payroll and Personnel Information System

(IPPIS) to address payroll fraud and enhance accountability within the civil service. The success of IPPIS demonstrated the potential for E-governance to streamline administrative processes and reduce corruption (Quadri, 2017)

In 2012, the launch of the Government Integrated Financial Management Information System (GIFMIS) marked another milestone in Nigeria's E-governance journey. The GIFMIS was designed to improve financial planning, budgeting, and reporting across various government ministries and agencies. This initiative complemented the Treasury Single Account (TSA) policy introduced in 2015, which consolidated all government revenues into a single account, significantly enhancing fiscal transparency and reducing leakages. The expansion of E-governance in Nigeria continued with the development of the Nigeria Immigration Service (NIS) online passport application system and the Joint Admissions and Matriculation Board (JAMB) E-registration platform for university entrance examinations. These initiatives demonstrated the government's commitment to simplifying bureaucratic processes and reducing physical contact in service delivery (Umaru, 2019).

Most recently, the Digital Nigeria Programme, launched in 2020, seeks to deepen the integration of digital technology across all sectors of the economy, including governance. This programme aligns with Nigeria's National Digital Economy Policy and Strategy (NDEPS), which envisions a digital transformation of government services by 2030 (Ogwola & Uranta, 2022). The progress of E-governance in Nigeria, while commendable, faces some challenges in its implementation especially in the area of limited power supply and inadequate infrastructure despite its increased internet usage. According to the UN E-governance Survey (2024), Nigeria has dropped in ranking from 140th place in 2022 to 144th in 2024. Nigeria E-Government Development Index (EGDI) value in 2024 is 0.48146 while it was 0.45250 in 2022. Nonetheless, the consistent efforts of the FGN reflects a strong commitment to leveraging technology for national development and improved governance.

Empirical Review of Challenges in the Implementation of E-Governance in Nigeria

Overtime, different authors have examined E-governance and public sector administration from different angles and in different ways. Accordingly, Francis and Ojo (2013) looked at the prospects and difficulties of establishing E-governance in Nigeria. Their study also looked at the difficulties that would arise from its implementation. It briefly examined the procedures and related them to the Nigerian context before coming to the conclusion that the following are necessary for

success; a leader who is committed to embracing E-governance as a matter of government policy, more effective cyber laws and cafes, intentional and coordinated plans for training on the efficient use of the tools and machinery required for E-governance, provision of sufficient funding for computer hardware and software, establishment of community E-centers, and easily accessible websites of governmental and non-governmental organizations, among others.

Abasilim, Gberevbie, and Ifaloye (2017) examined the relationship between the adoption of E-governance and achieving effective service delivery in Nigeria, as well as potential obstacles to its achievement. The study used a qualitative ex-post-facto research design and based its conclusions on secondary data. It found that E-governance is a viable strategy for achieving effective service delivery in Nigeria, but it also argued that addressing obstacles like infrastructure (hardware and software) and human resource quality are necessary prerequisites for achieving effective service delivery. Abdulkareem (2015) conducted a qualitative evaluation of pertinent literature to investigate the obstacles to the adoption of E-governance in the Nigerian public service. Critical factor analysis of infrastructure and digital preparedness, among other significant variables, served as the foundation for the study's results. Infrastructure gaps, power outages, digital divides, low ICT literacy, ICT equipment theft and vandalism, and privacy and security concerns were identified by the research as major obstacles to Nigeria's adoption of E-governance.

Other factors that hinder the successful implementation of E-governance in Nigeria's public sector were also identified by ITU (2006) and Adeyemo (2011). These factors are lack of ICT infrastructure and attitude or resistance to change.

1. Lack of ICT Infrastructure: As stated in the definition of E-governance above, it is the use of ICTs in government business operations. Basic ICT infrastructure is still missing in Nigeria's public sector. For example, some public organizations still do not have basic computers, let alone the knowledge needed to operate them. What you observe in their day-to-day actions is the conventional approach. In other words, they are still known for completing a great deal of paperwork manually, which would have decreased if E-governance had been completely adopted. In a better scenario, the digital approach will be combined with the old method of doing things. The majority of public sector offices still lack regular power supplies, internet network connection, and other necessities. These factors present obstacles to Nigeria's public sector's adoption of E-governance (ITU, 2006; Adeyemo, 2011).

2. Attitude or Resistance to Change: This is another issue in the public sector, because most public servants are still accustomed to doing government tasks the old-fashioned way, which involves moving files from desk to desk or office to office, they are resistant to implementing E-governance in their work, which has led to the low rating of E-governance implementation in the public sector. Some of the reasons for this include the fact that the majority of public servants lack computer literacy, are not qualified, and have little to no training in the installation, maintenance, design, and implementation of ICT infrastructure.

Okwueze (2010) also noted that an adequate power supply is an important element to be considered for the successful implementation of E-governance in the country's public sector. In contrast to the current picture of what exists in most of the public service, most government agencies operate on generators, and occasionally the generators lack capacity to power the ICT facilities adequately. Another challenge relates to the state of power supply in the country, which is said to be epileptic and irregular in terms of supply. These factors have posed a significant obstacle to the realization of E-governance objectives in Nigeria. Gberevbie et al. (2015) support this viewpoint by emphasizing that for E-governance to be implemented successfully, the government must set up the necessary infrastructure in areas such as computer hardware, internet connectivity, telecommunications, and optical fiber cables. This suggests that addressing these present issues, among others, is essential to the deployment of E-governance in the Nigerian public sector.

However, Olaopa (2014) succinctly itemized inadequate funds allocated to the E-governance projects, difficulty associated with streamlining various silos of E-governance projects already existing or being implemented prior to the creation of the Ministry of Communication Technology, disparity between urban and rural dwellers or those with low literacy levels in accessing the internet, potential to erode the privacy of the citizenry, perceived lack of value for money when the huge cost of deploying E-governance projects is compared to the actual value to the people, false sense of transparency as the challenges to the adoption and delivery of E-governance in Nigeria.

Thus, in a descriptive survey research, Chukwuemeka, Ubochi, & Okechukwu (2017) examined the effect of E-governance on University service delivery focusing on the Federal University Ndufualike Ikwo, Ebonyi State. Data were obtained from 287 teaching and non-teaching staff of the university selected through a proportional random sampling technique. Structured questionnaire was used in data collection from the respondents. Frequency counts, percentages and Chi-square statistics were used in analyzing the study data. The study results showed that E-governance had strong positive effect on the workers' service delivery. The authors, hence, recommended improvement on the current ICT infrastructure, internet access and reduce digital divide

among staff as panacea to continuously experience the benefits of E-governance in the institution.

Olaitan (2015) examined the socio-cultural factors determining of adoption of E-governance services by Nigerians. Socio-cultural variables including age, gender, and ethnic background were investigated. The study was survey-based. A structured questionnaire consisting of 27 items were used in collecting data from 270 respondents selected randomly. Responses to the questions were measured on 5-point Likert scale. Frequency counts, percentages and measures of central tendency were used in analyzing the study data. Findings revealed a general less favourable perception and disposition to E-governance initiative. However, significant difference was found in the propensity to adopt E-governance on the basis of gender, age and ethnic group. The study recommended that government should endeavor to understand the public's attitude to e-governance services and their readiness to adopt it to avoid mismatch and failure.

Challenges of E-Governance in Nigeria

Thus, from the above empirical review of challenges in the implementation of E-governance in Nigeria, it is evident that various obstacles hinder full realization of E-governance in Nigeria. Therefore, below are key challenges of E-Governance in Nigeria that this paper will highlight.

1. **Bureaucratic Resistance:** Government officials often resisted transitioning to digital processes due to fears of losing control, job security, fearing increased accountability and transparency that digital processes might bring. This resistance slowed the adoption of E-Governance initiatives within agencies.
2. **Cultural Factors:** Cultural perceptions of ICT and governance affected the acceptance of E-Governance. The traditional methods of governance and public service interactions can hinder the acceptance and use of digital platforms. Some citizens prefer traditional face-to-face interactions with government officials
3. **Cyber security Threats:** With the growth of digital platforms, cyber security concerns emerged, including high-profile data breaches and cyber attacks raised awareness about the need for robust cyber security measures. The lack of robust cyber security measures created public distrust in online services, hindering participation.
4. **Lack of Maintenance and Updates:** Many E-governance platforms suffer from outdated technology and lack regular updates, leading to functionality issues and a poor user experience. More so, these platforms have struggled overtime to achieve the desired end-state of modern outcomes.

5. Digital Literacy Gap: A significant portion of the population lacks the skills to use digital tools and platforms effectively. This digital divide can exclude many citizens from benefiting from E-governance initiatives.

Conclusion and Recommendations

Like many other developing nations, Nigeria has been working to implement effective E-governance. Due to its necessity and significance, its implementation is paramount even though there are several obstacles to the successful deployment of E-governance. Examples of such include the digital divide, a lack of infrastructure, a shortage of skilled labour, etc. Public service's adoption of E-governance will decrease cost of governance, increase accountability and transparency in public service.

Given the study's conclusions, it is essential to give actionable recommendations that could lead to a more effective adoption of E-governance in Nigeria's public sector at this time. The following suggestions are put out in light of the challenges that have been highlighted as some of the main obstacles to the adoption of E-governance in Nigeria's public sector:

1. It is impossible to overstate how crucial E-governance is to creating a strong service culture. Consequently, it is recommended that government agencies create a culture of positive service and establish E-governance implementation committees to devise strategies for the successful implementation of the concept. These committees should include performance evaluation units to assess the concept's accomplishments and shortcomings, as well as feedback mechanisms to report on the effectiveness of implementation. The Ministry of ICT Affairs should be established by the FGN in order to establish ICT implementation framework assessment units in all Ministries and Parastatals, with the Permanent Secretaries serving as the heads of these units. In order to assess performance and provide input to support its efficacy, the ICT Ministry will communicate with the implementation committees at other ministries, including state ministries. Additionally, at the local, state, and federal levels, the government should pass ICT laws that require computer literacy for all public servants. Developing ICT awareness and computer literacy programmes for public employees should also be part of the policy. Once the aforementioned is completed, the difficulties will be negligible and the nation will be listed among the top nations in the world for E-governance. It should be mandatory for all public sector entities to adopt E-governance.

2. By demonstrating a high degree of E-readiness in their operations, public sector organizations may take advantage of the windows of opportunity that E-governance offers in their quest to improve service quality. The government must implement everything that is required, particularly what they are able to do. For example, make sure that every office has a working computer, hire highly qualified ICT staff, and provide ongoing training to staff members so they are aware of the best ways to use E-governance to provide efficient service delivery, among other things.
3. The government must also provide the infrastructure needed to support the successful implementation of E-governance in Nigeria's public sector in order to improve service delivery. For example, reliable broadband services, a necessary internet network, and the availability of power supply are all important factors that must be addressed because they have been identified as one of the main obstacles to the public sector's adoption of E-governance. This means that the public sector's ability to successfully implement E-governance is dependent on the availability of power supply, in this case, electricity. Additionally, government offices must have internet access and be manned by qualified and trained personnel. Finally, the human element must be taken into account. This is significant because human beings are the ones who will drive technology; therefore, their willingness is crucial to the success or failure of E-governance implementation in Nigeria's public sector. This is because they have the power to stifle any innovation and advantages that E-governance promises to offer. Therefore, the government must carefully address the human factor issue, which frequently shows up as resistance to change, casual attitudes, and the like. This issue is the reason why most government-installed ICT facilities are underutilized, particularly in offices or departments that tend to embrace E-governance in their operations, undermining the government's good efforts.

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**Impact of Human Resource Management Practices on Staff
Performance in Rev. Fr. Moses Orshio Adasu
University, Makurdi**

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Abstract

Rev. Fr. Moses Orshio Adasu University, Makurdi, was established in 1992 by then Governor of Benue State, Rev. Fr. Moses Orshio Adasu, as the first state-owned university in Northern Nigeria. The University's academic programmes commenced in 1993 with a staff strength of fewer than four hundred (400). The University currently has 1,991 staff members, comprising 677 academic staff and 1,314 non-academic staff, with a total enrolment of 29,459 students. This study was conducted to examine the impact of Human Resource Management Practices on performance at Rev. Fr. Moses Orshio Adasu University, Makurdi. A survey design was employed, and the purposive sampling technique was adopted to select two hundred (200) respondents from the University's staff pool. Data were gathered through the administration of questionnaires to the sampled population and analysed descriptively. The Human Capital Theory was adopted. From the responses obtained and analysed, the findings revealed that there is a significant positive relationship between human resource management functions and university effectiveness. Additionally, it was found that management styles have a significant positive influence on employees' productivity and job satisfaction at Rev. Fr. Moses Orshio Adasu University, Makurdi. Furthermore, a significant positive relationship between motivation and staff productivity was identified. The study, therefore, recommends that training and development programmes and policies should be introduced and monitored to ensure the effective implementation of in-service courses for employees, alongside staff seminars such as induction courses, on-the-job training, and off-the-job training. Moreover, human resource management should implement sound policies regarding staff transfers and promotions to ensure justice and fairness in dealings with staff.

Keywords: Human Resource, Management, Practices, Performance, Rev. Fr. Moses Orshio Adasu University

Introduction

Human resource management practices play a crucial role in the overall functioning and success of a university. These practices encompass various aspects, such as recruitment, training, performance evaluation, and employee motivation. The effective implementation of these

practices can significantly impact the quality of education provided, and the overall performance of the university.

Human resource simply refers to the people (personnel/staff) an organisation employs to carry out various jobs, tasks, and functions in exchange for wages and other rewards (Alshaikhly, 2017). According to Sahoo and Mishra (2012), no resource in the world, even in this age of microchips and globalisation, is more important than human resources. Essentially, human resources are the individuals who perform distinguishable roles in different workplaces in organisations, including institutions.

Human Resource Management (HRM) is responsible for the attraction, selection, training, assessment, and rewarding of employees. Generally, HRM ensures better organisational leadership, culture, and compliance with employment and labour laws. As an office, HRM focuses on staff recruitment, management, and the provision of direction for the people who work in organisations. It categorises them by acknowledging those endowed with a range of abilities, talents, and attitudes that influence productivity, quality, and profitability. It sets overall strategies and goals, designs work systems, produces goods and services, monitors quality, allocates financial resources, and markets products and services.

Human Resource Management Practices (HRMP) are the set of techniques, policies, methods, activities, functions, and actions designed by organisations, including universities and firms, to ensure that employees contribute meaningfully and effectively towards achieving set goals and objectives. Schuler and Jackson (1987) cited in Tan and Nasurdin (2011), defined Human Resource Management Practices as a system that attracts, develops, motivates, and retains employees to ensure the effective implementation and survival of an organisation and its members. The management practices comprise recruitment, selection, compensation, benefits, training and development, performance appraisal, health and safety, among others. These practices have a significant influence on staff job performance because they help to effectively manage human resources and increase their job performance. As revealed by Munjuri (2011), the way an organisation manages people can influence performance; if the right people are recruited, trained, and motivated, there is a tendency that they will perform well in their jobs.

Like other organisations, university libraries, for example, practise human resource management in areas such as recruitment, selection, compensation, benefits, training and development, performance appraisal, and health and safety to supply the library with competent and talented employees with knowledge, abilities, and skills pertinent to their roles. Each management practice aims to contribute to the development of the library. For instance, staff retention procedures are designed to motivate employees by providing satisfactory pay, benefits, and working

conditions. Staff training and development ensure that employees possess the relevant knowledge and skills necessary to be effective and efficient in their duties. Similarly, staff performance appraisal is designed to monitor job performance by observing variances between set goals and actual performance, enabling corrective actions when deficiencies are identified. Thus, to manage human resources effectively, supporting university employees in contributing meaningfully towards the realisation of university goals and objectives, appropriate and adequate Human Resource Management Practices (HRMP) are essential.

Human beings need to be motivated or inspired towards the successful implementation of ideal processes. A number of theories have been propounded by behavioural scientists concerning people's behaviour towards carrying out responsibilities. One such behavioural school of thought was McGregor (1960), who propounded two theories about the nature of human beings Theory X and Theory Y. According to McGregor (1960), the average person naturally dislikes work and will avoid it if possible. Most people, therefore, need to be coerced, controlled, directed, or threatened with punishment to get them to work towards organisational objectives.

Thus, people have become a critical factor in the attainment of organisational goals because all activities are determined by persons who make up the organisation, either willingly or coerced to work. Without human effort and direction, infrastructural facilities are unproductive. A good organisational structure alone does not guarantee enhanced performance and increased productivity except with well-managed human resource systems, aimed at achieving organisational goals. This is equally applicable to university administration.

The quality of university education depends on employees, as reflected in their job performance and satisfaction. The responsibilities of university administrators or managers in human resource management cover various aspects of employee matters, including appointment, promotion, retention, and succession planning to ensure employees are provided with opportunities for professional development that reflect in their job performance and service delivery. The success of university administration, like that of any other organisation, is based on establishing a good work environment aimed at enhancing the productive capacities of employees. To achieve this, leadership is required to coordinate, control, and direct both human and non-human resources applicable to universities.

HRM is also a strategic and comprehensive approach to managing people and the workplace culture and environment. Effective human resource management enables employees to contribute effectively and productively towards the overall organisational direction and the achievement of its goals and objectives. It is now expected that HRM adds value to the strategic utilisation of employees and ensures that

employee programmes recommended and implemented impact the organisation positively and measurably.

Statement of the problem

Human Resource Management practices are extremely important for the knowledge sector of organisations, in order to transform and impact the lives of citizens. Over the years, the problem of the lack of effective management of Human Resource Practices in organisations, particularly within the tertiary knowledge sector of the country, for enhanced performance and increased productivity, has become pervasive. This has caused unnecessary setbacks in the well-being and progress of the institutions and the people they serve. These problems have become pronounced in almost all organisations, including universities, where lip service is often paid to human resource practices such as training and development, promotions, motivation, and compensation, among others.

The resultant effect of the continuous neglect of effective management of these important human resource practices in universities, for example, is the constant strikes and closures of Nigerian public universities and the low productivity often orchestrated by such neglect. It should be noted that the impact of human resource management policies and practices on organisational performance is crucial and a critical component in the field of human resource management and industrial relations; thus, it cannot be overlooked. Due to budget constraints and limited resources, universities often struggle to provide ongoing professional development programmes for their staff. As a result, employees may not have access to the latest methodologies and may not be equipped to handle the evolving needs of students.

The problem of staff retention is also prevalent in Benue State University, Makurdi. For example, many staff members, especially those who are highly skilled and experienced, often leave the University due to inept management of resources. Without proper evaluation mechanisms, it becomes difficult to identify and address underperforming employees or reward high-performing ones. This can lead to a demotivated workforce and hinder the overall performance of the University.

The bureaucratic nature of government institutions is another factor that often impede effective human resource management practices at Benue State University, Makurdi. Decision-making processes may be slow and cumbersome, making it challenging to implement necessary changes or address issues promptly. This can result in a lack of flexibility and adaptability in managing human resources. Lastly, the absence of a comprehensive career development framework at Benue State University, Makurdi, is a significant problem. Employees may not have clear pathways for career progression or opportunities for growth within the University system. This can lead to a lack of motivation and job satisfaction among staff, ultimately affecting the quality of education provided to students.

Objectives of the Paper

The broad objective of this paper is to assess Human Resource Management Practices and its impact on the performance of tertiary institutions in Nigeria, with a case study of Rev. Fr. Moses Orshio Adasu University, Makurdi. The specific objectives are to:

- i. Ascertain the effects of selection, placement, and promotion of staff on productivity at Rev. Fr. Moses Orshio Adasu University, Makurdi;
- ii. Determine the effects of reward management on the performance of staff at Rev. Fr. Moses Orshio Adasu University, Makurdi;
- iii. Examine staff training and development and its effects on staff performance at the University;
- iv. Suggest possible solutions to the challenges identified.

Conceptual Clarifications

Human Resources refer to the individuals within an organisation whose activities contribute to the achievement of organisational goals and objectives. Onah (2007) points out that the backbone or foundation of an organisation is its core staff. Human resources represent the available workforce within the organisation's service, and they are the most critical assets, capable of transforming other resources to a useful end and assisting in achieving the organisation's goals. Thus, the human resource needs must be adequately developed to function effectively within the organisation. This renders human resources the most important 'capital' of the organisation, particularly since the scarce value, skill, knowledge, and innovative capacity of human resources affect organisational functioning. Every organisation should, therefore, have the right people at the right time to enhance success. Human resources are the key assets that carry out organisational duties, enabling the organisation to increase productivity and maintain an advantage over competitors. Human capital is the basic resource required in every organisation because an organisation's productivity is heavily reliant on the capabilities of its human capital, hence the importance of human capital development.

Human Resource Management, according to Bratton and Gold (2015), is that part of the management process that specialises in managing people in work organisations. HRM emphasises that employees are critical to achieving sustainable competitive advantage, that human resource practices need to be integrated with corporate strategy, and that human resource specialists help controllers meet both efficiency and equity objectives. Similarly, Appleby (2018) notes that human resource management is the part of management that involves planning human resource needs, including recruitment, selection, training and development, promotion and transfer, redundancy, and

retirement. He also notes that it embraces welfare and safety, wages and salary administration, and collective bargaining, which falls within the aspects of employee relations.

To Enojo, Ojonemi, and Williams (2016), human resource management is concerned with the people dimension in management. Given that every organisation is made up of people, HRM involves acquiring their services, developing their skills, motivating them to high levels of performance, and ensuring they continue to maintain their commitment to achieving organisational objectives. This responsibility lies with all those who manage people, as well as with specialists employed specifically for that purpose. In other words, human resource management focuses on the maintenance of human relationships and ensuring the physical well-being of employees so that they make the maximum contribution to efficiency at work.

Best Practices of Human Resource Planning

Human resource planning aligns workers with employment opportunities and prevents labour shortages (Rafiei & Davari, 2015). HR planning enables firms to maintain their productivity and performance. It involves evaluating labour supply, predicting demand, balancing supply and demand, and supporting organisational objectives. Human resource planning is the ongoing procedure through which an organisation anticipates its future labour requirements and devises strategies to make the best use of its employees' abilities and talents. Succession planning and other HRM facets may also have a major effect on how well universities perform academically. Similarly, human resource management, according to Robbins (1991), as quoted by Ojebiyi and Amos (2013), is a body of knowledge and a set of practices with five functional areas, one of which is human resource planning (succession, turnover, and planning).

Organising and Managing Administration

Organising and administering human resource tasks enables the manager to spend less time searching for resources and more time performing essential tasks (Tensay & Singh, 2020; Sirajet *al.*, 2022). It also improves communication between management and the organisation's team, leading to increased productivity and performance.

Organising improves the completion of organisational tasks effectively, thereby reducing costly mistakes. It facilitates the development and management of staff, ensuring greater productivity and efficiency (Tensay & Singh, 2020). Additionally, it assists in directing efforts towards managing the human resource pool and ensures that resources are utilised to achieve organisational objectives.

Recruitment and Selection

Recruitment is the process by which potential employees are sought and selected. Successful hiring depends on locating the ideal candidate at the ideal time. This strategy is highly methodical in the pursuit of high-calibre employees who can aid in the development and success of the organisation. Research by Chiedozie *et al.* (2018) indicates that students' academic performance and their success at university are positively impacted by institutions' recruitment processes and the quality of staff hired.

Training and Development

Human resource management is important because it allows employees to develop personally while contributing to organisational goals. Training focuses on acquiring new skills, whereas development emphasises improving and expanding existing ones (Ngotho, 2018; Tensay & Singh, 2020; Rafiei & Davari, 2015; Van Beurden *et al.*, 2021; Bryson *et al.*, 2020; Sultan *et al.*, 2020; Waseem *et al.*, 2013; Fuzi & Fuzi, 2019). Training and development enhance workforce productivity and performance, benefiting the organisation's bottom line. Therefore, instructors must concentrate on their knowledge, values, and abilities through professional development to be more effective in the classroom.

Performance Management

The success of an organisation depends on effective performance management (Omebe, 2014; Ngotho, 2018; Tensay & Singh, 2020; Van Beurden *et al.*, 2021; Waseem *et al.*, 2013; Fuzi & Fuzi, 2019; Mira *et al.*, 2019; Jouda *et al.*, 2016). Performance management helps organisations achieve their strategic objectives by coordinating staff, assets, and infrastructure through several formally and informally structured methods (Van Beurden *et al.*, 2021). It also acts as a dashboard, warning leaders of potential issues and indicating when directional changes are required to maintain smooth operations. Runhaar (2017) observed that in the HRM literature, performance evaluation is commonly described as an HRM practice with the specific aim of boosting motivation, which in turn improves organisational performance.

Employee Relation and Involvement

Employee relations (Omebe, 2014; Tensay & Singh, 2020; Ionescu *et al.*, 2022; Olaivar & Loayon, 2022; Manoppo *et al.*, 2019; Van Beurden *et al.*, 2021; Dahle, 2021; Mira *et al.*, 2019) form the foundation of trust between an organisation and its workforce. A strong relationship between

employees and employers improves collaboration and communication. Staff involvement results in increased production, motivation, and job satisfaction. Highly engaged employees enhance organisational performance. Van Beurden *et al.* (2021) stated that Dutch staff found that available and appropriate HR practices enhance staff work engagement and job performance.

Compensation and Rewards

Reward and recognition programmes benefit both businesses and employees. The compensation system (Omebe, 2014; Ngotho, 2018; Tensay & Singh, 2020; Manoppo *et al.*, 2019; Sultan *et al.*, 2020; Fuzi & Fuzi, 2019; Mira *et al.*, 2019; Jouda *et al.*, 2016) includes wages, salaries, bonuses, and commissions. Astute employers understand that retaining quality employees requires a competitive wage and benefits package. HR practices such as incentives and remuneration significantly impact job satisfaction and performance, as found by Fuzi and Fuzi (2019). Organisations with effective employee appreciation programmes enjoy increased staff performance and lower attrition rates (Mira *et al.*, 2019).

Health and Safety (Work–Life Balance)

The duration of time spent at work correlates with losses in productivity and efficiency. Besides the obvious benefits for health and well-being (Omebe, 2014; Margahana, 2021), a balanced work–life environment boosts employee productivity (Omebe, 2014). Mutuku (2022) discovered that HR initiatives promoting work–life balance in universities are significant because they increase productivity, reduce staff turnover, and improve mental and physical health. HR strategies focusing on work–life balance and health and safety are essential to the success of university staff.

Factorsthat InfluencePerformance in Organisations

Leadership: Organisational success is correlated to the efficacy of leadership (Ngotho, 2018; Siraj *et al.*, 2022; Mella & Mnjokava, 2022; Dahle, 2021; Margahana, 2021). Leaders have a tremendous impact on the culture, values, adaptability, and satisfaction of their organisations through their efforts. This affects how institutions plan, execute, and evaluate the outcomes of their activities (Dahle, 2021). Mutuku (2022) stated that university principals' management styles influence staff performance.

Motivation: Motivation (Ngotho, 2018; Tensay & Singh, 2020; Rafiei & Davari, 2015; Mella & Mnjokava, 2022; Ionescu *et al.*, 2022; Popescu & Gogeanu, 2018; Van Beurden *et al.*, 2021; Sultan *et al.*, 2020; Mira *et al.*, 2019) plays a vital role in universities as it boosts staff satisfaction and

motivation. The HR practices of a university can improve staff behaviour through motivation, helping staff attain their targets and increasing university performance.

Productivity/Task Performance: Organisations attain excellent workflow harmonisation, by directly improving productivity when tasks are carried out as at when due. The productivity and job performance of highly motivated individuals and staff often grow dramatically (Bryson *et al.*, 2020).

Competency: The most effective staff are well-versed in all the technical competencies (Rafiei & Davari, 2015; Siraj *et al.*, 2022; Popescu & Gogeanu, 2018; Mira *et al.*, 2019; Rofiaty, 2019) of the teaching profession, including lesson planning and delivery, assessing student learning, leading inquiry-based learning, and improving students' social and emotional abilities. It has been demonstrated that certain competencies positively impact students' academic performance ().

Satisfaction: Staff who are satisfied with their professions (Fuzy & Fuzy, 2019; Mira *et al.*, 2019) are less likely to experience burnout or classroom stress. Staff mental and physical health can be reflected in the happiness and success of their students. Fair compensation, encouraging working conditions, pleasant colleagues, and a sense of purpose are among the most influential factors for both job satisfaction and academic performance (Mira *et al.*, 2019).

Environment and culture: Staff at universities with positive cultures (Omebe, 2014; Mella & Mnjokava, 2022; Ionescu *et al.*, 2022; Van Beurden *et al.*, 2021; Mira *et al.*, 2019) are more invested and interested in the success of their students. When a collaborative and positive university culture is present, staff and administrators are more inclined to collaborate to achieve university goals, benefitting students. A more pleasant classroom atmosphere enhances learning, and staff members take pride in their teamwork, increasing student achievement (Ismail *et al.*, 2022).

Commitment and Empowerment: There is a correlation between empowering staff (Rafiei & Davari, 2015; Ionescu *et al.*, 2022; Olaivar & Loayon, 2022) and making them have increased dedication to their careers. Staff empowerment is defined through six factors, including autonomy and decision-making authority.

Theoretical Framework

Human Capital Theory: To demonstrate the relationship between organisational performance and human resource management practices,

this study (conducted at Benue State University, Makurdi, Nigeria) is based on Human Capital Theory. Schultz first proposed the idea of human capital in 1961, with Becker expanding on it in 1964. According to the theory, an organisation's success is greatly influenced by its human capital defined as the knowledge, skills, and experience that individuals acquire through education and training to improve service delivery. Becker (1964) asserts that 'investment in people is the most valuable of all investments' regarding the economic significance of Human Capital Theory. The theory is relevant to the study because it emphasises the need for every organisation to train and maintain its human capital adequately to increase production and goal achievement. Human capital is often referred to as the 'engine room' of an organisation. According to Flamholtz and Lacey (1981), skills, experience, and knowledge are forms of capital from which returns are earned through employer investments in employees. Thus, the Human Capital perspective, emphasising skills and performance, supports generalised investments in human resources. When organisations invest in enhancing the knowledge and skills of employees, the return manifests as by way of higher staff performance and increased productivity.

Methodology

The study was conducted at Benue State University, Makurdi, the state-owned university established in 1992 by the then Governor of Benue State, Rev. Fr. Moses Orshio Adasu. The university was founded to provide educational opportunities to citizens of the state, to identify and develop manpower to meet specific state needs, and to promote, preserve, and propagate the socio-economic and cultural heritage of the state's diverse population through research and consultancy. It was also established to encourage and promote the advancement of learning and to offer opportunities to all people without discrimination based on race, creed, or political conviction (Agbowuro, 1976).

The university comprises ten faculties and a College of Health Sciences, as well as ongoing faculties that are in the process of being newly instituted namely, the Faculty of Pharmaceutical Sciences, the Faculty of Architecture, the Faculty of Technology and Industrial Studies, and the Faculty of Media and Communication Studies along with numerous departments and units that facilitate the smooth running of academic activities. It has a staff population of one thousand, nine hundred and ninety-two (1,992) as of 2023–2025, working across various faculties, departments, and units (Benue State University, 2025; Student Affairs Division, Benue State University, Makurdi, 2024). The purposively targeted population for the study consisted of two hundred (200) staff members from both academic and non-academic cadres. The population was further disaggregated into senior and junior staff from each cadre. Table 1 below shows the breakdown of the study population. The data for the study were primarily sourced directly from respondents

by the researcher using a questionnaire. This approach enabled the researcher to gain first-hand experience, collect only relevant information, and maintain control over the method and location of data collection.

Table 1: Study Population

S/N	Staff Cadre	Staff Rank	Total
1	Academic	Senior 70	100
		Junior 30	
2	Non -Academic	Senior 65	100
		Junior 35	
			200

Source: Field Survey, 2025.

The study adopted a purposive sampling technique to select 200 respondents from the staff of the university. This technique was employed to ensure that only individuals who fell within the specified population category were selected. The purpose of adopting this technique was to capture every element of the population and ensure that only university staff members were included. Data collection was carried out using a structured, self-administered questionnaire distributed through visits to various offices around the university.

Result and Findings of the Study

The findings of this study are presented as follows:

Table 2: Socio-Demographic Characteristics of the Respondents

Response	Frequency	Response Rates (%)
Gender		
Male	108	54
Female	92	46
Total	200	100
Marital Status		
Single	60	30
Married	125	125
Divorced	-	-
Widow(er)	15	15
Total	200	100
Age		
25-30	40	20
31 -60	130	65
61 Above.	30	15
Total	200	100

Educational Background		
Diploma/NCE	40	20
Degree	50	25
Master Degree	58	29
Doctorate Degree	52	26
Total	200	100
Rank		
Senior	198	54
Junior	92	46
Total	200	100
Cadre		
Teaching	130	65
Non-teaching	70	35
Total	200	100

Source: Field Survey, 2025

Table 2 shows that 108 (54%) of the respondents were male, while 92 (46%) were female. This indicates that the majority of university staff members were male. In terms of age, 40 respondents (20%) were between 25–30 years old, while 130 respondents (65%) were between 31–60 years old, suggesting that the staff were mature and capable of comprehending and responding to the study questions. Regarding marital status, 125 respondents (62.5%) were married, 60 (30%) were single, and 15 (7.5%) were either widowed or widowers, implying that most university staff were married.In terms of educational background, 40 respondents (20%) held a Diploma or NCE, 50 (25%) had a Bachelor's Degree, 58 (29%) had a Master's Degree, and 52 (26%) had a Doctorate Degree. This indicates that the university staff were well-educated and capable of providing reliable information on human resource management practices and their impact on the university.The rank distribution revealed that 108 respondents (54%) were senior staff, while 92 (46%) were junior staff. Regarding cadre, 130 respondents (65%) were teaching staff, while 70 (35%) were non-teaching staff, suggesting a healthy mix between the two groups.

Table 3. Selection and Placement System in the University

Response	Frequency (N)	Percentage (%)
Strongly Agree	50	25
Agree	74	37
Undecided	20	10
Disagree	36	18
Strongly Disagree	20	10
Total	200	100

Source: Field Survey, 2025

Table 3 shows that 50 respondents (25%) strongly agreed that placement and selection at the university are based on the required skills and knowledge necessary to deliver on the institution's mission and vision. A further 74 respondents (37%) agreed with this assertion, while 36 (18%) disagreed, and 20 (10%) strongly disagreed. Another 20 respondents (10%) were undecided. This suggests that the placement of university staff is largely aligned with their qualifications and knowledge relevant to the tasks to be performed.

Table 4: Promotion of Staff is Based on Laid Down Procedures and is Timely for Staff Development and Progression

Variable	Frequency (N)	Percentage (%)
Strongly Agree	46	23
Agree	30	15
Undecided	24	12
Disagree	80	40
Strongly Disagree	12	6
Total	200	100

Source: Field Survey, 2024

In Table 4, the analysis indicates that promotion of staff in the university is not based on laid down procedures and is not timely, as 80 respondents (40%) disagreed. Twelve respondents (6%) strongly disagreed, while 30 respondents (15%) agreed, and 46 respondents (23%) strongly agreed. Twenty-four respondents (12%) were undecided. The implication of this analysis is that promotions within the university do not consistently follow established procedures, which could negatively affect staff motivation and reduce overall organisational performance.

Table 5: In Benue State University, Makurdi, Salaries of Employees are Directly Linked to Rank and Performance of Duty

Variable	Frequency(N)	Percentage(%)
Strongly Agree	34	17
Agree	100	50
Undecided	12	6
Disagree	28	14
Strongly Disagree	26	13
Total	200	100

Source: Field Survey, 2024

Table 5 shows the results regarding the effect of rewards on staff performance. Thirty-four respondents (17%) strongly agreed that salaries of employees are based on rank and nature of duties performed, while 100 respondents (50%) agreed. Twelve respondents (6%) were undecided, 28 (14%) disagreed, and 26 (13%) strongly disagreed. The results imply that salary payments and other benefits in the university are generally linked to staff rank and job performance.

Table 6: Satisfactory Incentives and Welfare Packages are Provided to Staff as Motivation for Effective Performance and Realisation of the University's Objectives

Response	Frequency (N)	Percentage (%)
Strongly Agree	31	15.5
Agree	15	7.5
Undecided	40	20
Disagree	92	40
Strongly Disagree	34	17
Total	200	100

Source: Field Survey, 2024

Table 6 reveals that 92 respondents (40%) disagreed that incentives and welfare packages in the university are satisfactory, while 34 respondents (17%) strongly disagreed. Thirty-one respondents (15.5%) strongly agreed, and 15 respondents (7.5%) agreed, whereas 40 respondents (20%) were undecided. This analysis indicates that dissatisfaction with incentives and welfare packages is a major factor affecting the motivation and performance of university staff, which could ultimately impact the university's productivity.

Table 7: Staff are Better Equipped to Tackle Unexpected Events with Skill and Confidence Due to Knowledge Gained Through Training

Response	Frequency (N)	Percentage (%)
Strongly Agree	16	8
Agree	54	27
Undecided	35	17.5
Disagree	64	32
Strongly Disagree	31	15.5
Total	200	100

Source: Field Survey, 2025

Table 7 reveals that 54 respondents (27%) agreed that training provided by the university equips staff with the necessary skills to tackle issues with confidence, while 16 respondents (8%) strongly agreed. Thirty-five respondents (17.5%) were undecided, 64 (32%) disagreed, and 31 (15.5%) strongly disagreed. The findings suggest that a significant proportion of staff feel inadequately trained to address unexpected challenges.

Table 8: The University Provides Opportunities for Staff Training and Development to Enhance Quality Services to Stakeholders

Response	Frequency (N)	Percentage (%)
Strongly Agree	34	17
Agree	45	22.5
Undecided	21	10.5
Disagree	78	39
Strongly Disagree	22	11
Total	200	100

Source: Field Survey, 2024

Table 8 shows that 34 respondents (17%) strongly agreed that the university makes provisions for staff training and development, while 45 respondents (22.5%) agreed. Twenty-one respondents (10.5%) were undecided, 78 (39%) disagreed, and 22 (11%) strongly disagreed. This suggests that although provisions for staff training and development exist theoretically, they are not effectively implemented in practice, which adversely affects staff performance and the overall quality of services delivered by the university.

Discussion of Findings

The findings of the study on the socio-demographic characteristics revealed that the majority of respondents, i.e., 54%, were male and 46% were female, predominantly between the ages of 31 to 60 and above. Furthermore, 62.5% were married, and 29% held Master's degrees. Of the respondents, 46% were junior staff, while 35% were non-teaching staff at the university.

The findings showed that employment, selection, and placement of staff at the university are based on prescribed qualifications, knowledge, and skills aligned with the university's vision and mission. However, the study further revealed that the promotion of staff is neither timely nor compliant with the stipulated rules governing Human Resource Management (HRM) practices, resulting in staff dissatisfaction and decreased performance. It was also found that there is a gap in the relationship between management and staff, which has triggered several industrial actions by labour unions at the university, often negatively impacting academic activities.

Regarding the reward system and its effect on organisational performance, the findings indicated that payment of salaries and other staff benefits is directly linked to staff rank and the nature of tasks performed. The study also revealed that the university provides inadequate incentives and welfare packages to motivate staff and enhance performance. However, there is a degree of staff stability, attributed to the university's retirement structure, which serves as a motivating factor encouraging continued service to the university and its stakeholders. In addition, the university recognises exceptional performance through awards, bonuses, and promotions, encouraging continuous hard work.

Findings concerning the effect of training and development on staff performance revealed that Benue State University, Makurdi, does not comprehensively provide adequate training and development opportunities for staff, despite such development being a criterion for staff promotion. This inadequacy adversely affects staff performance and

the overall productivity of the university. These findings correspond with the study by Tanveer, Shaukat, Alvi, and Munir (2011), who analysed the impact of Human Resource Management practices on employee performance. Their study found that all variables; recruitment and selection, training, and performance appraisal are significantly related to employee performance.

Conclusion

The importance of Human Resource Management practices in the performance of an organisation, particularly in tertiary institutions, cannot be overemphasised. To achieve and sustain high standards, HRM practices must be effectively implemented. Every organisation strives to attain maximum productivity by improving internal functionality, and proactive HRM practices must be adopted to constantly engage employees at all levels, while regularly evaluating their behaviour and performance. The strong positive link between Human Resource Management practices and organisational performance offers perspectives into how organisations can motivate employees towards achieving strategic goals. Thus, organisations must prioritise the application of appropriate HRM practices to minimise turnover and achieve their objectives efficiently and effectively.

Recommendations

Based on the findings, the following recommendations are made:

The management of tertiary institutions, particularly Benue State University, Makurdi, as well as other related organizations, should make employee welfare a central component of their administrative and operational strategies. This can be achieved by institutionalizing robust Human Resource Management (HRM) frameworks that prioritize staff motivation, job satisfaction, and career advancement. University management should develop a comprehensive welfare policy that includes regular engagement with staff to assess their needs, provision of a conducive work environment, health benefits, and mental well-being support. Furthermore, oversight bodies such as university governing councils and regulatory agencies like the National Universities Commission (NUC) should ensure strict monitoring and compliance with HRM standards. Implementation should involve regular staff surveys, performance audits, and the establishment of internal HRM compliance units to evaluate ongoing practices and enforce accountability.

Promotions within Benue State University and other tertiary institutions should be strictly governed by existing HRM regulations, with mechanisms in place to guarantee fairness, transparency, and meritocracy. The Human Resources Department, under the supervision of the Registrar and the Vice Chancellor, should deploy automated

promotion tracking systems that generate alerts when staff become eligible for promotion, reducing delays and favoritism. These systems should be linked to key performance indicators (KPIs) that are objectively evaluated. Additionally, structured payment schemes should be clearly communicated and enforced, ensuring that financial rewards and salary increments corresponding to promotions are timely and equitable. Oversight committees should be established within the university to vet the promotion process and ensure that it aligns with national standards and institutional HR policies.

Training and development must be treated as a strategic HRM function rather than an occasional event. Management at Benue State University should commit to creating and maintaining an annual staff development budget, earmarked specifically for capacity building, workshops, professional certifications, academic conferences, and advanced study opportunities. Heads of Departments and Directors of Units should be actively involved in identifying training needs through regular staff evaluations and performance reviews. The implementation should involve the creation of a dedicated Training and Development Unit within the HR department, tasked with sourcing funding from multiple streams including TETFund, grants, partnerships, and internally generated revenue (IGR) and coordinating with academic and administrative units to design relevant training modules. Monitoring mechanisms should be established to assess the impact of training programs on staff performance over time.

In order to reinforce the effectiveness of training and development efforts, management should complement these programs with appropriate monetary and non-monetary incentives. Financial incentives could include training allowances, bonuses, or reimbursement of certification costs, while non-monetary incentives might involve recognition awards, certificates of achievement, or opportunities for career advancement. These should be systematically integrated into the institution's HRM framework. The Human Resource Unit, in collaboration with the Bursary Department, should develop an incentive structure that is both sustainable and appealing to staff. University leadership must also publicly acknowledge staff who demonstrate exceptional growth or apply new skills effectively in their roles. This approach not only boosts morale but also creates a culture of continuous learning and performance-driven development.

Management must actively promote staff empowerment by fostering an environment where status, self-efficacy, professional growth, and influence are not only recognized but systematically encouraged. Staff should be involved in decision-making processes at departmental and institutional levels, especially in areas where their expertise is relevant. The Senate, Deans of Faculties, and Heads of Departments should ensure inclusive governance practices, such as participatory policy formulation and the delegation of responsibilities

that align with individual strengths and competencies. Regular mentorship programs, internal seminars, and peer-learning platforms should be organized to build confidence and professional identity. By embedding these empowerment strategies into the university's strategic plan, the institution can cultivate a loyal, engaged, and high-performing workforce, ultimately translating to improved institutional outcomes.

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Naira Redesign Policy and Socio-Economic Development in Benue State

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Abstract

The study examined the impact of naira redesign policy on the economy of Benue State. The study adopted a survey design with a sample size of 400 respondents selected for the study. Questionnaire and Key Informant Interview (KII) was used as instruments of data collection. Decision-making theory was adopted as the theoretical framework for the study. The findings of the study showed that the naira redesign policy fell short of its goals due to a lack of public confidence in digital financial products, which is mainly due to perceptions of high levels of fraud associated with them and coupled with poor sensitization particularly of the CBN's directives and deadlines. Additionally, the digital financial infrastructure was insufficient to handle the increased digital transaction volume caused by the cash shortage. The study also found that the policy negatively impacted several livelihoods in Benue State resulting into negative impacts on the financial welfare as Point of Sale (POS) operators charged exorbitant fees for cash withdrawal as they became a vital alternative to banks. There were also cases of cash trading whereby the new naira notes were purchased at high prices, a testament to the desperate situation created by the policy. The study also discovered that small businesses were worse hit by the cash crunch due to the naira redesign policy because they rely heavily on cash to carry out their activities. The study recommends that there is the need to intensify the public enlightenment programme about the cashless system so that everybody will be acquainted with the system, since there is a high rate of illiteracy. The Central Bank of Nigeria should also give a long time for the retrieving of the old currency designed to the new currency redesigned so that small businesses would not astronomically lose their customers base.

Keywords: Livelihoods, Naira Redesign Public Policy, Socio-Economic Development

Introduction

Currency redesign is an activity of a sovereign nations. Nations either change or modify the existing currency in its economy. This can be done for several reasons not limited to improving the security features of the new currency, reducing the money supply, reducing inflation, investigating incomes from nefarious sources and many other economic

indicators that affect the financial status of a nation (Adeoye and Shobande, 2017). Currency redesigning have been employed by various countries to maintain their monetary sovereignty and also to boost the confidence citizens have for their national currency so as to prevent dollarization or an increase in the demand for another country's currency which could lead to depreciation of such country's currency as a result of low demand for it. In October 2022, the CBN announced plans to redesign three out of the eight currency denominations in the country. The apex bank stated that, it will redesign the N200, N500, and N1000 Naira notes (Ahmed and Jande, 2018)

The unveiling raised eyebrows and concerns across Nigeria. Several analysts had noted that the timing of the redesign was bad since Nigeria was approaching elections in February 2023. This was in addition to the short timeframe for the implementation of the nationwide policy. They also believed that, this policy move was merely a diversion from the serious economic difficulties that are currently roiling the country and offers no real economic benefits to the populace. This was because the replacement process of the old currency was marred with administrative glitches to uncooperative ways through which bank customers conducted themselves and coupled with the CBN directive to banks not to pay the redesigned notes through the counter; but through the Automated teller machines (ATMs) at the tune of #20,000 per day. It became obvious that there was a problem on the ground because the demand for the new currency outweighed its availability, so, some people saw it as an opportunity and started taking advantage, exchanging old notes for new ones for a huge premium and this generated a lot of heat and anger among the citizens.

In addition to the above, small and medium enterprises owners, petty traders, and depositors became violent which led to the vandalization of many banks, especially those in the urban areas because people barely saw cash to meet up with their daily spending and this led to the grounding of economic activities in the country. The study therefore, examines the impact of naira redesign policy on the economy of Benue State.

Conceptual Clarifications

Public Policy

Public policy is whatever governments choose to do or not to do.' (Dye, 1972, p.18). Dye argues that public policy in America, as in all nations, reflects the values, interests, and preferences of a governing elite. Dye's work focuses on the extent to which political variables influenced policy in comparison with economic ones, in particular economic development. The term policy is central to the operation and activities of both private organizations and public institutions. A policy option made by an individual or private institution is known as private policy while the one

made by government or its institutions is called public policy (Ozor, 2023). However, the term policy as it is used in this work refers to only the ones made by government and which are, as such, regarded as public policies. Generally, scholars have viewed the term policy differently and from various perspectives. Some emphasize policy as an action. Others see it as choice. Yet, some see it in terms of scope of action (Ikelegbe, 2016).

In other words, the way a given scholar conceptualizes a policy depends on the perspective from which the scholar is viewing it and this accounts for the varied definition of the concept. For instance, Ikelegbe, (2016) view public policy as a governmental programme of action, while Obasi,(2018), opined that policy refers to hard patterns of resource allocation represented by projects and programmes designed to respond to perceived public problems or challenges requiring government action for their solution. Policy for the purpose of this study is the integrated course and programmes of action that government has set and the framework or guide it has designed to direct action and practices in certain problem area. According to the researcher, a policy is a course setting action that provides the direction, the guide and the way to the achievement of certain goals or objectives desired by government.

Naira Redesign Policy

According to Olofin, Adetayo and Tella (2015, p.15), "Currency redesign refers to the process of changing the appearance, design or features of a country's currency to make it more secure, durable, and efficient. To Kiyotaki and Wright (2021) currency redesign is "the introduction of new types of money to the economy while maintaining a stable nominal value for the money supply. In the perspective of the World Bank (2021), Currency redesign, refers to the process of updating the design of a country's paper currency, typically to enhance security features or improve durability. Similar to World Bank, International Monetary Fund (2018) conceptualized currency redesign as the process of updating or changing the appearance of a country's banknotes or coins. This may involve updating security features, incorporating new technologies, or changing the visual appearance of the currency. For the purpose of this study, currency redesigns may be driven by a variety of factors, including a desire to improve security, enhance the aesthetic appeal of the currency, or better reflect a country's cultural heritage or values.

Socio-Economic Development

Socio-economic development is a product of development and can be defined as the process of social and economic transformation in a society. Thus, socio-economic development is made up of processes caused by exogenous and endogenous factors which determine the course and

direction of the development (Chandler, 2007). Socio-economic development is measured with indicators, such as GDP, life expectancy, literacy and levels of employment. Changes in less-tangible factors are also considered, such as personal dignity, freedom of association, personal safety and freedom from fear of physical harm, and the extent of participation in civil society (Okoro, 2015). Causes of socio-economic impacts are, for example, new technologies, changes in laws, changes in the physical environment and ecological changes.

Socio-economic development is a complex idea that encompasses socio-political advancement and institutional progress in addition to economic growth (Ekong and Ekong, 2022). For the purpose of this study socio-economic development includes advancements in the provision of a livelihood on a sustainable basis, access to education, and basic healthcare for the majority of the people, supporting this viewpoint.

Theoretical Framework

The study adopted decision making theory as its theoretical framework of analysis. Herbert Simon (1979) was the first to bring an analysis based on decision-making process into the focus of political analysis and was later developed by Richard Snyder and his colleagues after the Second World War II. The assumption of the theory attempts to simplify the real-world situation of decision making through relating how individuals and groups take decisions, what guides or informs such decision making, what information the decision maker looks for and what influence his decision

In applying it to this study one will agree that the decision to go cashless and redesign naira was taken by the leadership of the executives. The Governor of the Central Bank of Nigeria decided upon meeting with the President of Nigeria aboutthe need to replace the cash-based economy based on the multidimensional benefits inherent in the policy. This was also substantiated by the array of reasons Also, because of the arrays of reasons that were given such as over 3.7 trillion being out of bank and starched in individual hands, the threat of high domination counterfeiting, replacement of mutilated currency that were not healthy for human handling among others culminated in the firm decision to redesign naira.

Methodology

Survey design was adopted to guide the study. The study population was drawn from residents of Benue state covering two local government area in each geo-political zone in Benue State as follows: Katsina-Ala and Ukum in Benue North-East, Makurdi and Gboko in Benue North-West and Otukpo, Ogbadigbo, Benue South respectively

Table 1: Population of the Study

Local Government (Zones)	Projected population Size
Benue North-East	
Katsina-Ala	325,500
Ukum	313,300
Benue North-West	
Makurdi	438,000
Gboko	472,000
Benue South	
Ogbadigbo	232,001
Otukpo	199,009
Total	1,979,810

Source: 2023 NPC Projected Population

Taro Yamen (1972) formula was used to determine the appropriate sample size for the study. The formula is stated below:

$$n = \frac{N}{1 + N(e)^2}$$

Where:
N= Population size
e = Level of significance
n = sample size.

Therefore, using the study target population (1,979,810), the formula is applied as follows;

Where:
$$n = \frac{1,979,810}{1 + 1,979,810 \times (0.05)^2}$$

$$n = \frac{1,979,810}{1 + 1,979,810 \times 0.0025}$$

$$n \frac{1,979,810}{4,949.525}$$

$$n = 400$$

The study adopted simple random sampling technique in selecting the respondents for the study. Here the selection of samples completely depends on chance or probability. Hence the researcher randomly selected the respondents for the study from farmers, business men, Students and Civil Servants. The justification for adopting simple random sampling technique stemmed from the need to avoid biased.

Primary and secondary data were used as sources of data collection

for the study. For the primary data, questionnaire and Key Informant Interview were used to elicit responses from the respondents. For secondary data, text books, journals, internet were also used to extract information for the study

The data collected from the questionnaire administered were analyzed quantitatively with the use of frequency and percentage used in answering the research questions. On the other hand, information elicited from the key informant interview were recorded on tape, transcribed, and coded and analyzed qualitatively.

Demographic Parameters of Respondents

The demographic parameters of this study covered the sex distribution of respondents, their age composition and educational qualifications. Knowledge of this will enhance our understanding of the respondents and the kind of responses that were generated during the study. This would go a long way in determining the intelligibility of the responses and what recognition and consideration they should be accorded in terms of accepting and appreciating the findings of the study. The table shows the demographic parameters of respondents involved in this study:

Table 2: Socio-Demographic Parameters of Respondents

Attributes	Frequency (N = 389)	Percentage(% = 100)
Gender		
Male	183	47.10
Female	206	52.90
Age (years)		
18-25	74	19.02
26-40	170	43.70
40 and above	145	37.27
Marital status		
Single	175	44.98
Married	214	55.01
Educational Qualification		
First School Leaving Certificate	86	22.10
Secondary School Certificate	194	47.04
Tertiary Institution	120	30.84
Occupational Qualification		
Civil Servant	70	17.99
Farmers	145	37.27
Business Man	127	32.64
Politician	47	12.08
Total	389	100.00

Source: Field Survey, 2025

Presented in table 1.1 above shows the socio-demographic parameters of respondents. Results obtained revealed that majority of the respondents (52.90%) were females compared to male (47.10%). Thus, this shows that females dominate the study area. Majority of the respondents were within range of 26-40 years (43.70%), this was followed by those within 40 years and above (37.27%) and 18-25 years (19.02%). Most of the respondents (55.01%) were married compared to those who were single (44.98%). Thus, married people dominate the research.. In terms of education qualification, majority of the respondents (47.04%) secondary school graduates, this was followed by those with tertiary education (30.84%) and first school leaving certificate (22.10%). Thus, this shows that the respondents with secondary school certificate dominate the study area.. In terms of occupational qualification, results obtained revealed that 37.27% of the respondents were farmers, this was followed by those who were business men (32.64%), civil servants (17.99%) and politicians (12.08%). This shows that the majority of the respondents are farmers hence the major occupation of people in the local government area is farming.

Naira Redesign Policy and Socio-economic Development in Benue State

The relationship between naira redesign and socio-economic development in Benue State

The relationship between naira redesign and socio-economic development in Benue State is shown in Table 1.3. Results obtained were presented using frequency tables as shown below.

Table 3: The relationship between naira redesign and socio-economic development in Benue State

S/N	The relationship between naira redesign and socio-economic development in Benue State	Yes (%)	No (%)
1	the naira redesign policy was meant to control the supply of money in circulation	381(97.94)	8(2.05)
2	the naira redesign policy was meant to reduce in the level of cash insecurity and money laundering	337(86.63)	52(13.36)
3	the naira redesign policy was meant to reduce corruption and embezzlement of Funds thereby improving the economy	377(96.91)	12(3.08)
4	the Niara redesign policy helps to ensure proper management and increase in the number of Naira in bank Vaults	366(94.08)	23(5.91)

Source: Field Survey, 2025

Presented in table 1.3 above are the relationship between naira redesign and socio-economic development in Benue State. Higher percentage (97.94%) was recorded for those who opined that the naira redesign policy was meant to control the supply of money in circulation. Most (86.63%) of the respondents opined that the naira redesign policy was meant to reduce in the level of cash insecurity and money laundering. Majority of the respondents (96.91%) opined that the naira redesign policy was meant to reduce corruption and embezzlement of funds thereby improving the economy. 94.08% of the respondents itemized that the Niara redesign policy helps to ensure proper management and increase in the number of Naira in bank Vaults

Corroborating the responses above, a staff of CBN interviewed on 23rd December, 2024 stated that; It was the intention of the Central Bank of Nigeria to use the redesigning of naira as a tool for controlling the supply of money in circulation. If the demand for naira rises, then its value will rise too reducing the high rate of inflation and price level of goods and services in Nigeria. According to the respondent, he stated that the former Governor of Central Bank of Nigeria noted that currency outside the banking system grow by 133.04 percent to ₦2.68 trillion in August, 2022 from ₦1.15 trillion in 2015. The amount of money in circulation also increased by 108.44 percent from ₦1.54 trillion in 2015 to ₦3.21 trillion in August, 2022.The CBN's statistics shows that the supply of money in Nigeria increased to ₦3.21 trillion in August, 2022 which represents 0.43 percent rise from ₦2.78 trillion in August, 2021.The redesigning of naira was meant to mop up much liquidity in circulation used to fund terrorists and other crime related activities like kidnapping, and banditries.

An interview with a staff of CBN interviewed on 23rd December, 2024, Redesigning of the country's currency was meant to reduce the level of cash insecurity as it would encourage and advance the cashless policy which is believed to thwart the activities of criminals like kidnappers who demands cash to set their victims free. At first, cash would not be available to pay the ransom thereby reducing the level of cash insecurity. On the other hand, redesigning of the naira could be the government's ticket in reducing and even curbing money laundering in Nigeria. It is arguably true that some members of the public just move about with huge amounts of ill-gotten money they cannot invest or deposit into the banks because they are scared of getting caught by the authority. With the introduction of a new naira design, these money launders would be at a loss because since they cannot make deposits in the bank, in due time the money with them will be rendered useless.

The staff further stated that corruption has long been a major issue in Nigeria, slowing economic development and undermining public trust in government institutions. To counteract this prevalent problem, the Central Bank of Nigeria (CBN) redesigned the Naira, introducing better security features and a renewed emphasis on openness. The new Naira incorporates additional security features that make counterfeiting more difficult. This approach aids in the reduction of counterfeit currency, which has been connected to money laundering and corrupt practices. The redesign was meant to reduce illicit financial flows and illicit activities related with counterfeit money by protecting the currency's integrity. The redesign of the Naira was supported by a determined attempt to increase transparency and accountability in financial activities. He also stated that the redesigning of naira notes was to ensure that hidden public funds are returned by fraudulent politicians thereby reducing the level of corruption and embezzlement of funds in Nigeria. Following the global best practices, every country should redesign their currency every 5-8 years and the last time Nigeria redesigned her currency was over 20 years ago. This means Nigeria has to redesign her currency

Table 4: The factors that affected the implementation of the policy

S/N	The factors that affected the implementation of the policy	Yes (%)	No (%)
1	the naira redesign policy fell short of its goals due to a lack of public confidence in digital financial products	327(84.06)	62(15.93)
2	there were low levels of public awareness and tight deadlines, undermining the policy’s effectiveness	331(85.08)	58(14.91)
3	the inadequacy of the digital financial infrastructure to handle the increased digital transaction affected the implementation of the policy	262(67.35)	127(32.64)
4	there was a problem of financial inclusion of rural dwellers who do not have banks located in their area	285(73.26)	104(26.73)

Source: Field Survey, 2025

The factors that affected the implementation of the policy is presented in table 2. Majority of the respondents (84.06%) opined that the naira redesign policy fell short of its goals due to a lack of public confidence in digital financial products. 85.08%% of the respondents stated that there were low levels of public awareness and tight deadlines, undermining the

policy's effectiveness. Most of the respondents (67.35%) opined that the inadequacy of the digital financial infrastructure to handle the increased digital transaction affected the implementation of the policy. More than half of the respondents (73.26%) stated there was a problem of financial inclusion of rural dwellers who do not have banks located in their area Corroborating the responses above Miss Helen Ogar, interviewed on the 23rd-12-2024, stated that: several underlying factors led to implementation problems, including the lack of a critical mass of easily accessible alternative financial products, the inadequacy of pre-existing infrastructure to support the policy's speedy rollout, low public trust, and limited public sensitization coupled with tight deadlines. Yet improved implementation is possible. Nigeria could draw insights and lessons from other countries that have successfully carried out similar policies in recent years (for example, India and Sweden). Such cases offer valuable recommendations for Nigeria's policymakers and partners to consider. Mr. Moses Akpeh interviewed on the 23rd -12-2024 opined that: the redesign policy failed to adequately sensitize financial consumers, particularly on the CBN's directives and deadlines most especially in Benue State. He went ahead to state that sensitization campaigns that was done faced two primary issues: timing and clarity.

For me, I felt the awareness campaign should have started earlier and that the validity period for old notes should have been longer. Additionally, there was a communication mismatch between what the CBN conveyed and what consumers understood. For instance, commercial actors, such as petty traders and point-of-sale agents in Benue State reportedly stopped accepting old notes because they feared they could not exchange them for new notes by the initial deadline Mr. Fanen Terdue interviewed on the 5th-08-2024 stated that the digital financial infrastructure was insufficient to handle the increased digital transaction volume caused by the cash shortage. He stated that at the height of the cash crunch, many individuals and business men/women in Benue State resorted to making transfers via mobile apps and SMS short codes. However, these platforms could not handle the surge. As a result, many transactions failed or were reversed due to network failures, leading to a loss of money. He noted that one occasion I wanted to transfer money for a business done but I was debited without the person getting to see the money and till date they did not refund my money. On getting to the bank, I was asked to wait in the long queue, I had to let the money go.

Table 5: The impact of naira redesign on the lives and livelihoods of citizens in Benue State

S/N	The impacts of naira redesign on the lives and livelihoods of citizens in Benue State	Yes (%)	No (%)
1	The Naira redesign policy produced multiple effects on livelihoods in Benue State	334(85.86)	55(14.13)
2	households faced elevated financial pressures from prolonged high inflation due to the naira redesign policy	362(93.05)	27(6.94)
3	the redesign of the naira had a detrimental effect on household spending.	365(93.83)	24(6.16)
4	Naira redesign policy also had negative effect on livelihoods by way of the traumatic psychological experiences of lost time due to waiting on long queues on ATM waiting to access the new naira notes	364(93.57)	25(6.42)

Source: Field Survey, 2025

Presented in table 1.5 above are the impact of naira redesign on the lives and livelihoods of citizens in Benue State. Majority of the respondents (85.86%) itemized that The Naira redesign policy produced multiple effects on livelihoods in Benue State. Most (93.05%) of the respondents stated that households faced elevated financial pressures from prolonged high inflation due to the naira redesign policy. Majority of the respondents (93.83%) opined that the redesign of the naira had a detrimental effect on household spending. Higher percentage (93.57%) was recorded for those who opined that Naira redesign policy also had negative effect on livelihoods by way of the traumatic psychological experiences of lost time due to waiting on long queues on ATM waiting to access the new naira notes

The perspective of John Akawe who was interviewed on the 24th December, 2024 is that;

The naira redesign policy caused psychological trauma as a result of the hassles caused by the inability to obtain new notes; the time lost in line at ATMs caused inconveniences and social discomfort for the populace. People were helpless, frustrated. It was observed that most households, particularly the impoverished ones who were lost and unsure of where to turn for aid, were overcome with feelings of helplessness, frustration, and anxiety of survival. Also, households with limited or no financial resources find it challenging to use the typical commercial bus since the drivers insist that payment be made in cash. At this rate, it became difficult even to come together to meet their basic requirements

Corroborating the responses, Mrs Queen Omale interviewed on the 24th December, 2024 stated that this policy negatively impacted several livelihoods in Benue State resulting into negative impacts on the financial welfare. Residents of Benue State faced untold difficulties due to cash circulation shortages in terms of transportation costs and household running costs (financial welfare). The rejection of old notes by banks, motorists, and other traders caused significant financial challenges for residents of the State. The implementation of the naira redesign policy also revealed the economic vulnerability of Nigerian citizens; households faced elevated financial pressures from prolonged, high inflation especially in Makurdi metropolis who cannot boast of a thriving middle class. Due to limited access to physical cash, many people could not pay for basic needs as cash scarcity caused negative impacts on food prices and commodities.

Another respondent stated that as the cash crunch bit harder people resorted to buying and selling money. To buy cash at the money shops people go through a lot. For instance, to get cash of ₦100,000 you will be charge ₦15, 000, for lower charges you pay ₦10,000. For ₦1000 you pay ₦100 but some naira-selling shops sell for as much as ₦200 for every ₦1000 you buy. In this case, you pay ₦20 for every 100k sold to you, ₦5000 for ₦30,000, and ₦6000, to get ₦30,000. There are some good shops where you can get ₦27000 for ₦30000 sold to you. A respondent argued that she spent over five hours at the ATM, yet was only able to get 3000k, and at a point, the bankers said that the money had finished as they locked their gates and sent the customers away empty. He stated that during the naira redesign policy he went to the bank as early as 5am to see if he can get some cash but returned by 4 pm and I was only able to get 2000, what can this do for me, what can I buy with it, my children were at home waiting for me to come back with foodstuff so that we can make food but with two thousand we couldn't do anything. From my judgment of the situation in Nigeria now, fuel scarcity is even a small thing compare to this naira redesign. The cash scarcity is the mother of all hardship in the country.

Responses on the negative effects of naira redesign on small and medium scale industries in Benue State

The negative effects of naira redesign on small and medium scale industries in Benue State is shown in Table 5. Results obtained were presented using frequency tables as shown below.

Table 6: The negative effects of naira redesign on small and medium scale industries in Benue State

S/N	The negative effects of naira redesign on small and medium scale industries in Benue State	Yes (%)	No (%)
1	small businesses suffer from depleted capital and financial hardship which ultimately lead to their closure	360(92.54)	29(7.45)
2	the naira redesign led to exchange rate volatility, making it difficult for SMEs to plan and forecast their operation	360(92.54)	29(7.45)
3	Naira Redesign limits the purchasing power of consumers, impacting the demand for goods and services provided by MSMEs	324(83.29)	65(16.70)
4	the naira redesign policy affects SMEs' ability to maintain sufficient inventory levels	290(74.55)	99(25.44)

Source: Field Survey, (2025)

Presented in table 5 above are the negative effects of naira redesign on small and medium scale industries in Benue State. Higher percentage (92.54%) was recorded for those who opined that the small businesses suffer from depleted capital and financial hardship which ultimately led to their closure. 92.54% of the respondents opined that the naira redesign led to exchange rate volatility, making it difficult for SMEs to plan and forecast their operation. Majority of the respondents (83.29%) opined that Naira Redesign limits the purchasing power of consumers, impacting the demand for goods and services provided by MSMEs. Higher percentage (74.55%) was also recorded for those who opined that the naira redesign policy affects SMEs' ability to maintain sufficient inventory levels.

A respondent who is a business man in Makurdi interviewed on the 2nd of January, 2023 stated that small businesses were worse hit by the cash crunch due to the naira redesign policy because we rely heavily on cash to carry out our activities and transactions. The respondent stated further that I collected loan before the naira redesign policy came up so I can boost my business but when the time I was asked to repay my loan came i could not repay the loans because I did not make any sales and my

goods got spoilt because people did not see cash to buy and even transactions were not going at that time. Infact, I experienced low sales due to a lack of cash, resulting in significant losses. Consequently, my business and many other businesses suffered from depleted capital and financial hardship, ultimately leading to their closure.

A respondent noted that; naira redesign policy led to exchange rate volatility, making it difficult for SMEs to plan and forecast their operations. Fluctuations in the exchange rate increase input costs, import expenses, and debt burdens, negatively affecting profitability and competitiveness. The naira scarcity restricts access to affordable finance for MSMEs. Formal and informal financial service providers, faced with liquidity challenges, tighten lending conditions, making it harder for SMEs to access credit. Consequently, SMEs struggle to fund their operations, invest in new technologies, and expand their businesses. Cash scarcity also contributes to rising inflation, which leads to higher production costs for MSMEs. The devaluation of the currency increases the prices of imported raw materials and machinery, reducing profit margins and hindering the growth potential of SMEs

The naira redesign policy limits the purchasing power of consumers, impacting the demand for goods and services provided by MSMEs. Reduced consumer spending translates into lower revenues and profitability for MSMEs, thereby stifling their growth prospects. With a limited supply of cash, MSMEs face challenges in receiving timely payments from customers. Delayed payments and increased default risks strain SMEs' cash flows, hindering their ability to meet operational expenses and hampering overall business performance.

Discussion of Findings

The findings showed that the naira redesign policy fell short of its goals due to a lack of public confidence in digital financial products, which is mainly due to perceptions of high levels of fraud associated with them coupled with poor sensitization particularly on the CBN's directives and deadlines as people felt the awareness campaign should have started earlier and that the validity period for old notes should have been longer. Additionally, the digital financial infrastructure was insufficient to handle the increased digital transaction volume caused by the cash shortage. Also, the process was truncated by its failure to carry stakeholders along in the conception and implementation of the policy. In addition, the CBN did not do sufficient publicity and sensitisation of the public, resulting in delays in adjusting to the policy.

The findings also showed that the naira redesign policy caused psychological trauma as a result of the hassles caused by the inability to obtain new notes; the time lost in line at ATMs caused inconveniences and social discomfort for the populace. People were helpless and frustrated. Also, households with limited or no financial resources find it challenging to use the typical commercial bus since the drivers insist that payment be made in cash. At this rate, it became difficult even to come together to meet their basic requirements. The study also found that the policy negatively impacted several livelihoods in Benue State resulting into negative impacts on the financial welfare as Point of Sale (POS) operators charged exorbitant fees for cash withdrawals as they became a vital alternative to banks. There were also cases of cash buying whereby the new naira notes are purchased at high prices, a testament to the desperate situation created by policy. As such, inaccessibility of cash hindered the survival of ordinary citizens.

The study further showed that when currency is redesigned the rate of inflation is expected to fall resulting from a decrease in the amount of money in circulation. Also, when currency is redesigned, it would encourage and advance the cashless policy which is believed to thwart the activities of criminals like kidnappers who demands cash to set their victims free. At first, cash would not be available to pay the ransom thereby reducing the level of cash insecurity. On the other hand, redesigning of the naira could be the government's ticket in reducing and even curbing money laundering in Nigeria. The study also revealed that when currency is redesigned, it will reduce illicit financial flows and illicit activities related with counterfeit money by protecting the currency's integrity.

Finally, the study showed that small businesses were worse hit by the cash crunch due to the naira redesign policy because they rely heavily on cash to carry out their activities. Some SMEs could not repay their loans, while others experienced low sales due to a lack of cash, resulting in significant losses. Consequently, many businesses suffered from depleted capital and financial hardship, ultimately leading to their closure. The study also showed that naira redesign policy led to exchange rate volatility, making it difficult for SMEs to plan and forecast their operations. Cash scarcity also contributes to rising inflation, which leads to higher production costs for MSMEs.

Conclusion and Recommendations

From the findings above, the study concluded that in spite of the perceived benefits of the 2022 Naira redesign programme by the CBN, the programme has had devastating effects on Nigerians, especially on

the livelihoods of Benue residents and small and medium scale business owners, who found it very difficult to make transactions amid the cash crunch. The cash crunch was itself furthered by hierarchies of corrupt practices that became hopelessly entangled with the implementation of the programme: the new notes were mostly packed and given to a few privileged Nigerians at the expense of others. The lapses of the country's e-banking infrastructure also became apparent in the absence of sufficient cash circulation. All these are pointers, not only to the faultiness of the hazy implementation of the Naira redesign programme, but also to the need for renewed efforts in combating corruption in the Nigerian banking sector; and the need to upgrade the country's e-banking channels and other infrastructures necessary for the smooth running of a cashless economy.

Finally, the programme and its attendant drive towards a cashless economy should be understood for what they are: policies that are ultimately premised on the efforts of the world largest economies to further incorporate the country's economy into the global economy as a means of facilitating the exploitation of Nigeria's economy through global imperial economic institutions such as the International Monetary Fund (IMF) and World Bank. Based on the findings, the study recommends the following:

- i. During any policy design and formulation stage, it is always important to ensure that the infrastructure that would aid implementation is clearly spelt out and made available before implementation. Government should be ready to make adjustments when the need arises particularly during implementation.
- ii. There is the need to intensify the public enlightenment program about subsequent currency redesign so that everybody will be acquainted with the system, since there is a high rate of illiteracy. People also need to be adequately informed and given ample time to adjust to the new development so as to avert unwarranted hardship. The government should also embark on phasing out the old Naira notes on a gradual basis, while ensuring that the released newly minted notes matches the mopped out old currency
- iii. The federal government should keep funding the advancement of digital infrastructure along with citizen digital skills to create a strong digital economy that will support the nation's goals of increased revenue generation, economic diversification, and ongoing domestic household improvement. To ensure that domestic families continue to reap the most benefits from a cashless economy, it is imperative to modernize the nation's e-banking channels and other essential infrastructure.

- iv. Strengthening Currency Stability Measures: Efforts should be made to stabilise the Naira through prudent fiscal and monetary policies. Maintaining a stable exchange rate will reduce MSMEs' uncertainties, improve their competitiveness, and boost investor confidence.

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National Policy on Environment and Community Participation in Agriculture and Food Production in Benue State

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Abstract
This study explores the relationship between Nigeria's 2016 Revised National Policy on Environment and community participation in agriculture and food production, focusing on Benue State. Benue state plays a vital role in Nigeria's food security, yet it faces significant environmental challenges, including climate change, deforestation, soil degradation, and water management issues. These environmental threats have adversely affected agricultural productivity and the livelihoods of rural communities. The objectives of the study include, to examine the national policy on the environment in relation to agriculture, to assess the level of community participation in agriculture in Benue State. This study employs a qualitative research design with a case study approach, focusing on Vandeikya and Makurdi Local Government Areas (LGAs). Primary data were collected through semi-structured interviews with stakeholders, focus group discussions (FGDs) with farmers and cooperatives, and field observations. Secondary data sources included policy documents, academic literature, and reports from initiatives like the Agro-Climatic Resilience in Semi-Arid Landscapes (ACReSAL) project. Thematic analysis was applied to categorize findings and identify policy gaps in agricultural sustainability. The research highlights weak institutional coordination, inadequate funding, land tenure insecurity, and limited community engagement as major barriers to policy implementation. Sustainable Development Theory and Participatory Development Theory guide the study, emphasizing the importance of integrating local communities in decision-making processes for effective resource management. The key findings underscore the need for strengthening institutional frameworks, increasing funding for environmental programs, addressing land tenure issues, and developing robust monitoring systems. This study underscores the need for a multi-stakeholder approach to ensure the successful implementation of the national policy on environment, improve agricultural resilience, and secure food production for future generations.

Key words: Agriculture, Community Participation, Environment, Food Production.

Introduction

Agriculture plays a vital role in the economic development and food security of Nigeria, with Benue State standing out as a key contributor. Known as the "Food Basket of the Nation," Benue State is renowned for its fertile land and favorable climate, which support the cultivation of various crops, including yam, cassava, rice, maize, sesame, and citrus fruits (Onyeneke, Olayide, Tasie, Emenekwe, Enyikwola, Hilakaan & Mbakigighir,2023). The majority of the population in the state depends on agriculture as a primary source of livelihood, with small-scale farming forming the backbone of food production (Jeffrey, Lin, Hu, Yu, Fabien & Tingting, 2022).

Despite its agricultural potential, Benue State faces several challenges that hinder optimal productivity. Environmental degradation, climate change, soil erosion, deforestation, and inconsistent rainfall patterns have negatively impacted agricultural activities (Adamaagashi, Obinna, Jennifer, Ogar, Abdulhameed, 2023). In addition, the lack of adequate infrastructure, limited access to modern farming technology, and weak policy implementation have constrained the state's agricultural growth (Izuogu, Olaolu, Azuamairo, Njoku, Kadurumba & Agou, 2023).

The role of national policy on the environment in promoting sustainable agricultural practices cannot be overemphasized. This policy is designed to protect natural resources while improving agricultural productivity (Federal Ministry of Environment, 2018). However, for this policy to be effective, community participation is crucial.

Community involvement ensures the adoption of environmentally friendly practices, enhances local ownership of agricultural projects, and promotes sustainability (Akinyele & Ojo, 2020). This study focuses on exploring the relationship between national policy on environment policy (2016) and community participation in agriculture and food production in Benue State. It highlights the extent to which this policy is implemented and examines how community engagement can enhance food security and environmental sustainability in the region.

Statement of the Problem

Benue State possesses enormous agricultural potential. However, despite its abundant natural resources and favorable agricultural conditions, the state continues to grapple with various environmental challenges that threaten food production. Climate change, deforestation, soil erosion, and poor water management are some of the critical environmental issues affecting agriculture in the region (Addamaagashi, et al., 2023). Erratic rainfall patterns and rising temperatures have further exacerbated the situation, resulting in decreased crop yields and increased vulnerability

of farmers (World Bank, 2019). These environmental challenges pose a significant threat to the sustainability of agriculture and food security in Benue State.

Furthermore, community participation in agricultural and environmental management remains limited due to several policy gaps and socio-economic factors. The national policy on environment (2016) is yet to be fully adapted or implemented even at the local level, leading to weak engagement of rural communities in decision-making processes (Akinyele & Ojo, 2020). Socio-economic challenges such as poverty, low literacy levels, inadequate infrastructure, and lack of access to credit facilities further hinder the active participation of community members in agricultural initiatives.

The combination of environmental degradation and inadequate community engagement has significantly affected agricultural productivity and the overall well-being of rural communities in Benue State. Addressing these issues requires a comprehensive review of national policy on environment (2016) and strategies to enhance community participation, promote sustainable agricultural practices, and improve food production in the state.

Objective of the Study

- I. To examine the national policy on the environment in relation to agriculture.
- ii. To assess the level of community participation in agriculture in Benue State.
- iii. To explore the impact of national policy on environment on food production in the region.
- iv. To identify challenges and solutions.

Research Questions

- I. What are the key national environmental policies related to agriculture?
- ii. How does community participation influence food production in Benue State?
- iii. What challenges hinder the effective implementation of national policy on environment?

Methodology

This study employs a qualitative research design, utilizing a case study approach focused on Vandeikya and Makurdi Local Government Areas (LGAs) in Benue State, Nigeria. Primary data collection involved semi-structured interviews with key stakeholders, focus group discussions (FGDs) with farmers and cooperative members, and field observations to

assess environmental policy implementation and community participation. Secondary data sources included policy documents, academic literature, and reports from initiatives like the Agro-Climatic Resilience in Semi-Arid Landscapes (ACReSAL) project. Thematic analysis was used to categorize qualitative data into key themes, identifying policy gaps and agricultural sustainability challenges. Ethical considerations were upheld through informed consent and participant confidentiality. Limitations include the study's focus on only two LGAs, reliance on qualitative data, and restricted access to certain government reports. Despite these constraints, the research provides critical insights into the role of environmental policies in agriculture and the importance of community engagement in policy execution.

Theoretical Framework

In this study, two key theories provide the foundation for understanding the relationship between national policy on environment, community participation, and agriculture in Benue State: Sustainable Development Theory and Participatory Development Theory. These theories offer insights into how environmental sustainability and community engagement can enhance agricultural productivity and promote food security.

The concept of sustainable development was popularized by the Brundtland Commission in 1987 in its report titled *Our Common Future*. While the commission did not originate the idea, it formalized and provided a globally accepted definition of sustainable development. Sustainable Development Theory focuses on meeting the needs of the present without compromising the ability of future generations to meet their own needs (Brundtland Commission, 1987). The theory emphasizes a balance among economic growth, environmental protection, and social inclusion. According to this theory, development should be pursued in a way that ensures the long-term sustainability of natural resources, particularly in agriculture, where environmental degradation can directly affect food production and livelihoods.

In the context of Benue State, Sustainable Development Theory highlights the importance of implementing environmental policies that protect the natural environment while ensuring continuous agricultural production. The degradation of soil, forests, and water resources poses a threat to agricultural sustainability. Therefore, the adoption of environmentally sustainable practices and policies is essential to maintaining the state's position as a leading food producer. Policies that promote afforestation, soil conservation, and climate-smart agriculture align with this theory, ensuring that current agricultural activities do not deplete resources for future generations.

Participatory Development Theory was developed by Paulo Freire in 1970 and further expanded by scholars such as Robert Chambers in the 1980s and 1990s. Participatory Development Theory emphasizes the active involvement of local communities in the planning, implementation, and evaluation of development projects (Freire, 1970; Chambers, 1983). This theory argues that sustainable development can only be achieved when communities take ownership of projects and actively contribute to decision-making processes. It focuses on empowering individuals by integrating local knowledge, fostering collaboration, and promoting inclusivity.

In relation to agriculture and environmental policies in Benue State, Participatory Development Theory underscores the need for community engagement in the formulation and implementation of policies. Community participation ensures that agricultural initiatives are relevant to local needs and sustainable in the long run. When community members are involved in decisions about resource management, they are more likely to adopt environmentally friendly practices and support policies aimed at improving food production.

By applying Participatory Development Theory, this study highlights the importance of integrating rural farmers and local stakeholders into agricultural programs and environmental policy discussions. Doing so can help address socio-economic barriers, promote local ownership, and improve policy outcomes.

Conceptual Framework

The conceptual framework for this study is built around four key concepts: Environment, Community Participation, Agriculture, and Food Production. These concepts are crucial in understanding the relationship between national policy on environment (2016) and community involvement in enhancing agricultural activities and food security in communities in Vandeikya and Makurdi local governments in Benue State.

Environment

The environment refers to the physical, chemical, and biological conditions that surround and influence human life and activities (UNEP, 2018). It encompasses both natural and human-made elements, including air, water, land, flora, fauna, and other natural resources that sustain life on earth. The environment plays a crucial role in supporting human activities, particularly agriculture, which depends on natural resources for food production and economic sustenance (World Bank, 2020).

In agriculture, the environment provides essential resources such as fertile soil, water, and a suitable climate for crop cultivation. However, increasing environmental degradation poses a severe threat to sustainable agricultural practices in many regions, including Benue State. Environmental degradation results from activities such as deforestation, overgrazing, pollution, and poor agricultural practices, which contribute to soil erosion, declining fertility, and loss of biodiversity (Nwafor et al., 2020). These environmental changes not only reduce agricultural productivity but also affect the availability of clean water and degrade the ecosystems that farmers rely on for survival (Food and Agriculture Organization (FAO, 2020).

In Benue State, environmental challenges have become a significant concern for the agricultural sector. Deforestation, driven by the expansion of farmlands and the demand for fuelwood, has resulted in the loss of forest cover, making the land more prone to erosion and reducing its fertility (Adejuwon, 2018). Soil erosion, particularly in hilly areas such as Vandeikya, washes away the topsoil needed for crop growth, reducing agricultural yields. Additionally, climate change has led to unpredictable rainfall patterns, increased droughts, and flooding in some areas such as in Makurdi local government among others, further threatening food security ((Adamaagashi, et al., 2023).

To address these challenges, there is a need for the policy to promote sustainable environmental management practices in agriculture. Policies encouraging afforestation, conservation agriculture, and integrated water management can help protect the environment and ensure the sustainability of agricultural activities in Benue State. Community participation in implementing such policies is essential for success, as it ensures that farmers adopt practices that protect the environment while enhancing productivity.

Community Participation

Community participation refers to the active involvement of individuals, groups, and communities in the planning, implementation, and evaluation of policies, projects, and programs that affect their lives (Chambers, 1983). It is a key component of participatory development, emphasizing a bottom-up approach rather than a top-down one. This approach ensures that development initiatives are people-centered and address the specific needs of communities. Effective community participation fosters a sense of ownership, responsibility, and accountability, which is critical for the long-term success of development programs (Arnstein, 1969).

In the context of agricultural development and environmental management, community participation is essential for promoting sustainable practices. Farmers and local communities possess valuable indigenous knowledge about their environment, crops, and climate

patterns. When incorporated into policy formulation and program implementation, this knowledge can lead to more practical, cost-effective, and sustainable solutions (Pretty, 1996). Community engagement also ensures that agricultural projects reflect local realities, making them more acceptable and easier to implement.

In Benue State, community participation in agricultural and environmental projects is crucial for addressing the region's challenges, such as soil erosion, deforestation, and climate change. Unfortunately, participation remains limited due to socio-economic factors, such as poverty, limited education, and weak institutional frameworks (Akinyele & Ojo, 2020). Bridging this gap requires that the policy empower rural communities, build capacity, and encourage active involvement in the management of agricultural resources and environmental conservation programs.

Agriculture

Agriculture is the science, art, and practice of cultivating crops, raising livestock, and managing natural resources for food, fiber, and other products essential for human survival (FAO, 2019). It is a crucial sector in most economies, particularly in developing regions like Nigeria. In Benue State, agriculture forms the backbone of the economy, contributing significantly to employment, income generation, and food security.

Benue State's agricultural activities are highly diversified, with the cultivation of staple crops such as yam, cassava, rice, maize, and millet alongside cash crops like soybeans, sesame, and citrus fruits (Ogundele & Okoruwa, 2020). Livestock farming is also common, with cattle, goats, sheep, and poultry providing an additional source of income for farmers.

However, agriculture in Benue State is heavily dependent on the natural environment, making it vulnerable to environmental changes and degradation. Poor agricultural practices, deforestation, and climate change have resulted in declining soil fertility, water shortages, and unpredictable weather patterns, which threaten agricultural productivity (Adamaagashi, et al., 2023).

Agriculture interacts with the environment in multiple ways. While it depends on natural resources like soil, water, and air, it can also lead to environmental degradation if not managed sustainably. For instance, practices such as slash-and-burn farming, overgrazing, and excessive pesticide use can reduce biodiversity, deplete soil nutrients, and contaminate water resources. On the other hand, sustainable practices like crop rotation, agroforestry, and organic farming help protect the environment while enhancing productivity.

This study, agriculture is analyzed not only as a means of food production but also as an activity that interacts with the environment and can either promote or undermine sustainability based on the policies and practices adopted. The successful implementation of environmental policies in agriculture requires the active participation of local communities and stakeholders to ensure that both productivity and resource conservation goals are met.

Food Production

Food production refers to the process of cultivating crops and raising livestock to produce food for consumption and trade. It includes all stages of food supply, from planting and harvesting to processing and distribution (World Bank, 2020). In Benue State, food production is essential for ensuring food security and economic stability. However, it is highly sensitive to environmental changes and policy interventions. Ensuring sustainable food production requires effective environmental policies and active community engagement to overcome challenges such as climate change and resource depletion.

National Policy on Environment and Agriculture

Environmental policies in Nigeria have evolved in response to growing concerns about environmental degradation and the need to promote sustainable development. The policies aim to address environmental challenges such as deforestation, desertification, soil erosion, pollution, and climate change, with particular emphasis on sectors like agriculture that heavily rely on natural resources. This section provides an overview of the historical development of environmental policies in Nigeria and highlights specific policies relevant to agriculture and food production. Environmental management in Nigeria has undergone several phases, evolving from colonial-era resource exploitation practices to more comprehensive policies aimed at sustainable development. Early attempts at environmental regulation were primarily focused on forestry, wildlife conservation, and water management. However, growing environmental problems in the 1970s and 1980s, particularly related to oil spills, deforestation, and desertification, prompted the Nigerian government to adopt a more structured approach.

- 1979: The first significant environmental policy initiative was included in the Fourth National Development Plan, which addressed deforestation, erosion, and water resource management.
- 1988: Following a toxic waste dumping incident in Koko, Delta State, Nigeria established the Federal Environmental Protection Agency (FEPA) to oversee environmental protection and management.

- 1999/2016: The National Policy on the Environment was adopted to provide a comprehensive framework for managing Nigeria's environment and promoting sustainable development. This policy emphasizes soil conservation, water management, pollution control, and biodiversity protection.
- 2007: The National Environmental Standards and Regulations Enforcement Agency (NESREA) replaced FEPA to strengthen the enforcement of environmental laws and regulations. (source, researcher's compilation)

The evolution of environmental policies in Nigeria reflects the country's growing awareness of the importance of sustainable development and the need to address environmental issues that directly impact agricultural productivity and food security.

Several national policies and programs specifically target the agricultural sector, aiming to promote sustainable practices while addressing environmental challenges.

1. **National Policy on Agriculture (2001):** This policy emphasizes sustainable agricultural development, improved food security, and the protection of natural resources. It advocates for the adoption of modern farming practices, soil fertility management, and the diversification of agricultural production.
2. **National Climate Change Policy (2012):** Given the increasing impact of climate change on agriculture, this policy focuses on climate adaptation and mitigation strategies. It promotes climate-smart agriculture, improved water resource management, and early warning systems to reduce the risks associated with extreme weather events.
3. **Agricultural Transformation Agenda (ATA) (2011-2015):** Launched to modernize the agricultural sector and enhance productivity, the ATA incorporated environmental sustainability into its programs. It encouraged the adoption of climate-resilient crops, agroforestry, and sustainable land management practices.
4. **National Water Policy (2004):** This policy addresses water resource management, particularly for irrigation and agricultural purposes. It aims to ensure the sustainable use of water resources while minimizing the environmental impact of irrigation practices.
5. **National Action Programme to Combat Desertification (NAP, 2001):** This program focuses on addressing land degradation and desertification, particularly in northern Nigeria. Its strategies include afforestation, soil conservation, and promoting sustainable agricultural practices to protect vulnerable ecosystems. (researchers' compilation).

Environmental and Agricultural Policies in Benue State

Benue State, known as the "Food Basket of the Nation," plays a critical role in Nigeria's agricultural sector. Its fertile land and favorable climate support the cultivation of major crops like yam, cassava, rice, and citrus fruits. However, the state faces several environmental challenges, including soil erosion, deforestation, and the adverse effects of climate change, which threaten agricultural productivity (Agada & Igbawua, 2016). To address these issues, the Benue State government adapts national policies on the environment and agriculture to meet the state's unique needs while ensuring sustainable development.

The adaptation of the 2016 Revised National Policy on the Environment at the state level in Benue is a crucial step toward addressing environmental challenges and ensuring sustainable agricultural development. The policy provides a comprehensive framework for tackling issues such as climate change, deforestation, soil degradation, and water resource management, all of which directly affect agriculture and food production in the state (Federal Ministry of Environment, 2016).

Benue State has adopted several aspects of the revised policy by incorporating them into state-specific strategies and programs. For example, the state government has localized the policy's provisions on sustainable land management and erosion control to address the widespread gully erosion affecting communities in Guma, Ukum, and Konshisha Local Government Areas (Ogbu, Onah, & Uka, 2018). Through partnerships with the Nigeria Erosion and Watershed Management Project (NEWMAP), the state government works on rehabilitating degraded land and promoting sustainable farming practices that align with national policy objectives.

In the area of climate change adaptation, the Benue State Ministry of Agriculture collaborates with national bodies like the Federal Ministry of Environment to promote climate-resilient agriculture. This includes encouraging farmers to adopt drought-tolerant crop varieties and improved irrigation systems. Programs such as the Fadama III Additional Financing Project have helped implement the policy's goals by empowering local farmers with the tools and knowledge needed to adapt to changing environmental conditions (Ibrahim & Audu, 2020).

Additionally, the sustainable water management provisions of the 2016 policy have been adapted in Benue to promote water conservation and irrigation development. In areas prone to seasonal droughts, the state government has introduced small-scale irrigation systems and rainwater harvesting initiatives to ensure a consistent water supply for farming activities. These efforts align with the national policy's emphasis on protecting freshwater resources and enhancing water access for agricultural production.

Role of the Benue State Government in Policy Implementation

The Benue State government plays a significant role in translating the 2016 Revised National Policy on the Environment into actionable plans at the state level. This role is critical in addressing environmental challenges that affect agriculture, improving climate resilience, and promoting sustainable natural resource management. One of the most impactful initiatives in this regard is the Agro-Climatic Resilience in Semi-Arid Landscapes (ACReSAL) project, funded by the World Bank. The state government collaborates with various partners and communities to implement activities that restore degraded lands, improve water management, support climate-smart agriculture, and strengthen business ventures for rural development.

A central component of policy implementation in Benue State is the restoration of degraded land and the protection of watersheds. The ACReSAL project focuses on rehabilitating erosion-prone areas and restoring watersheds in several local communities. One prominent example is the watershed restoration project in Ute, Mbagbera, and Mbayongo communities, where significant investments have been made to dig boreholes and reduce the risk of flooding and soil erosion. These efforts have improved water availability for farming activities while protecting nearby farmland from degradation. To complement these activities, the state government promotes small-scale irrigation systems and rainwater harvesting, helping farmers cope with seasonal droughts and ensuring a reliable water supply for agriculture. By restoring degraded landscapes and improving water management, these interventions help secure the livelihoods of thousands of rural farmers.

The Benue State government, through ACReSAL, promotes climate-smart crop production to reduce the impact of climate change on agriculture. Farmers in the state have been trained on adopting drought-tolerant crop varieties, agroforestry systems, and conservation agriculture. These practices help improve soil fertility, reduce water loss, and protect crops against extreme weather events. Support for processing, marketing, and storage facilities is another key aspect of this initiative. The state government and ACReSAL have facilitated the establishment of modern storage units and processing centers in selected communities, enabling farmers to reduce post-harvest losses and improve the quality of their produce. These interventions have also opened up new marketing opportunities for farmers, linking them to broader markets and improving their income through Community Revolving Fund (ACReSAL, 2024).

In line with the national policy's emphasis on rural economic empowerment, the Benue State government, through ACReSAL, supports community-based business ventures by providing access to loans and financial services. Farmer groups and cooperative societies in communities such as Ute, Mbagbera, Mbayongo in Vandeiky, and Wadata, Wurukum, North Bank and Adekein Makudi have benefited

from capacity-building workshops and financial literacy programs designed to improve their business management skills.

These groups are encouraged to engage in group business ventures, including seed production, agro-processing, and marketing. By working together, these community groups can leverage resources, access credit facilities, and expand their operations. For example, women-led cooperatives in Mbayongo have successfully developed processing and marketing businesses for cassava and rice, improving the economic standing of their communities through Community Revolving Fund (introduced by ACREsAL and monitored by Ministry of Water Resources and Environment).

The Benue State government ensures that the implementation of environmental and agricultural policies is community-driven. Local communities are involved in decision-making processes, particularly in the design and execution of projects. Through ACREsAL, community leaders, youth groups, and women's organizations have been engaged in activities such as afforestation, soil conservation, and watershed management.

Training programs and workshops have also been organized to strengthen community capacity in climate resilience, business development, and natural resource management. These capacity-building efforts empower communities to take ownership of projects and ensure their sustainability beyond the project cycle (Ministry of Water Resources and Environment, 2024).

Community participation is central to agricultural development and environmental sustainability in Benue State. It ensures that local farmers, cooperatives, women, and youth are involved in decision-making processes, contributing to more sustainable agricultural practices and enhanced livelihoods (FAO, 2019). The government, in collaboration with programs like ACREsAL, encourages active community engagement to promote climate-resilient agriculture, improved market access, and resource management. Community participation in Benue State is manifested through various forms, including cooperative societies, traditional farming systems, and women and youth involvement. Cooperative societies are one of the most effective mechanisms for community participation in Benue State's agricultural sector. They enable farmers to pool resources, access credit, and improve their collective bargaining power in markets (Onje, 2018). These societies also facilitate the dissemination of new farming techniques and access to government and donor support programs.

Through ACREsAL, several cooperative societies in Benue State have received financial and technical support. For example, the Ute Cassava Farmers' Cooperative Society has benefited from training on climate-smart agriculture and access to improved cassava varieties,

which have significantly boosted production and income levels. Similarly, Mbagbera Women's Cooperative has expanded its rice production and marketing activities, thanks to loans provided through ACREsAL.

Traditional farming systems, rooted in the cultural practices of the Tiv, Idoma, and Iggede people, emphasize communal resource management through mixed cropping, shifting cultivation, and rotational farming (Akor, 2017). These practices have sustained local communities for generations, but they are increasingly under threat due to climate change and environmental degradation. In response, the government and ACREsAL are integrating traditional practices with modern climate-smart agriculture to ensure sustainable land use. For instance, communities in Mbayongo have adopted agroforestry techniques that combine traditional knowledge with tree planting and soil conservation practices to reduce erosion and improve soil fertility.

Women and youth are key actors in agriculture and environmental conservation in Benue State. Women are particularly involved in cultivation, processing, and marketing of staple crops like cassava, yam, and vegetables (FAO, 2019). Despite their crucial role, women often face constraints such as limited access to land, credit, and extension services (Onje, 2018). To address these challenges, ACREsAL prioritizes gender inclusion and youth empowerment by providing targeted support. For example, the Mbayongo Women's Farming Group has received financial and technical assistance to establish poultry farming and cassava processing units. Youth groups in Vandeikya have been trained in mechanized farming and small-scale irrigation techniques to improve productivity and diversify income sources.

Youth involvement has expanded beyond traditional farming, with many young people participating in agro-processing and digital marketing, linking rural farmers to urban markets. This diversification reduces rural-urban migration and provides alternative livelihoods for young people in agriculture.

Benefits of Community Participation

Community participation in agriculture offers numerous benefits, particularly in rural areas of Benue State. By engaging local farmers, cooperative societies, women, and youth, these initiatives improve productivity and strengthen resilience to environmental and economic challenges. Some of the major benefits include: Community participation leads to increased food production by encouraging the adoption of improved farming practices and technologies. Cooperative societies provide farmers with access to modern inputs such as improved seeds, fertilizers, and training on climate-smart agriculture. For instance, farmers participating in ACREsAL initiatives in Ute and Mbagbera have

reported increased yields in crops such as cassava, yam, and rice due to access to improved varieties and irrigation systems.

Moreover, community engagement facilitates knowledge sharing among farmers, enabling them to apply more effective practices, reduce post-harvest losses, and enhance overall productivity. These efforts help address food insecurity and improve livelihoods across the state. Involving communities in agricultural projects helps preserve local knowledge and promote sustainable use of natural resources. Traditional farming practices in Benue State, such as mixed cropping and agro forestry, are often passed down through generations and adapted to local environmental conditions (Akor, 2017). Integrating this indigenous knowledge with modern techniques ensures that local ecosystems are preserved while enhancing productivity.

Community-driven resource management also supports environmental conservation, such as watershed restoration efforts in Mbayongo, which have reduced erosion and improved water availability for farming activities. Community participation creates opportunities for economic empowerment by providing access to credit, training, and market linkages. Programs like ACREsAL strengthen community-based businesses, particularly through cooperative societies and women-led enterprises. For example, Mbagbera Women's Cooperative has significantly improved its processing and marketing of rice, increasing members' income and reducing rural poverty. Youth participation in agro-processing and digital marketing has further expanded employment opportunities, reducing the trend of rural-urban migration. Strengthening these community-driven initiatives ultimately promotes inclusive economic growth and rural development.

Challenges to Community Participation

Despite its numerous benefits, community participation in agriculture in Benue State faces significant challenges that hinder its full potential. Addressing these barriers is essential for achieving long-term agricultural and environmental sustainability. One of the major constraints to community participation is the lack of adequate infrastructure and funding. Rural areas in Benue State often suffer from poor road networks, inadequate storage facilities, and limited access to irrigation systems. These issues reduce farmers' access to markets and expose them to post-harvest losses (Onje, 2018).

Additionally, although programs like ACREsAL provide critical financial and project support, many community groups still lack sufficient funds to expand their activities and invest in modern farming technologies. Dependence on donor-funded programs also raises concerns about the sustainability of such initiatives once external support is withdrawn.

Land ownership and tenure insecurity remain significant challenges for farmers in Benue State. Women and youth are particularly affected by customary land tenure systems that limit their access to farmland (Akor, 2017). Without secure land tenure, farmers are often reluctant to invest in long-term improvements such as soil conservation or tree planting. These issues are further complicated by disputes over communal land, particularly in areas prone to population pressure and land degradation. Resolving land ownership challenges is crucial for promoting inclusive participation and sustainable resource management.

Policy inconsistencies at the national and state levels pose another challenge to effective community participation. While the 2016 National Policy on Environment provides a comprehensive framework for environmental sustainability, gaps in implementation and coordination between federal and state agencies often hinder progress (Federal Ministry of Environment, 2016). For example, some communities in Benue State apart from the mentioned communities in Vandeikya and Makurdi local governments in Benue state have experienced delays in receiving support under government programs due to overlapping mandates and bureaucratic bottlenecks. Streamlining policies and ensuring that they align with community needs will help promote greater participation and sustainability.

Environmental Impact on Agriculture and Food Production

The environment plays a significant role in agricultural activities, particularly in a state like Benue. However, various environmental challenges such as climate change, soil degradation, deforestation, and water management issues—pose serious threats to agriculture and food security. Understanding these challenges is critical for developing sustainable solutions and safeguarding the livelihoods of the population. Climate change has emerged as a major environmental challenge affecting agriculture in Benue State. Unpredictable rainfall patterns, rising temperatures, and extreme weather events—such as floods and droughts—disrupt planting seasons and reduce crop yields (Adamaagashi, et al., 2023).

- **Rainfall variability** affects major crops such as yam, cassava, and maize, which are highly sensitive to water availability. Prolonged dry spells can lead to severe drought, while excessive rainfall can cause flooding, damaging crops and farmland.
- **Increased temperatures** have led to the proliferation of pests and diseases, further reducing crop productivity. For instance, cassava mosaic disease and maize stem borers have become more prevalent in recent years due to changing weather conditions (FAO, 2020).

Efforts by ACREsAL to promote climate-smart agriculture—such as the use of drought-tolerant crop varieties and improved irrigation

systems—are helping farmers in Ute and Mbayongo adapt to these challenges. However, more needs to be done to strengthen resilience across the state.

Soil degradation and deforestation are significant environmental challenges that reduce agricultural productivity in Benue State.

- Soil erosion and nutrient depletion have affected large areas of farmland, in Vandeikya, Katsina-Ala, and Gboko among others. Continuous cropping without adequate soil management practices has led to declining soil fertility, making it difficult for farmers to achieve good yields (Akor, 2017).
- Deforestation, driven by the demand for farmland, fuelwood, and construction materials, has further worsened the problem. Forests that once protected watersheds and provided critical ecosystem services have been cleared, leading to increased erosion and loss of biodiversity.

To combat these issues, the Benue State government and ACREsAL are supporting reforestation efforts and promoting sustainable land management practices. Community-led watershed management programs in Mbagbera have shown promising results in restoring degraded land and improving soil health.

Water Management Issues

Water is a critical resource for agriculture, yet water management remains a significant challenge in Benue State. The Katsina-Ala through Buruku down to Makurdi rivers are vital sources of irrigation water, but erratic rainfall and poor water infrastructure limit their effective use.

- **Flooding** during the rainy season often damages crops, while water shortages during the dry season reduce productivity.
- Poorly maintained irrigation systems and lack of water harvesting facilities exacerbate the problem, leaving many farmers dependent on unreliable rain-fed agriculture.

Through ACREsAL's watershed management projects, communities in Ute and Mbayongo have benefited from improved irrigation infrastructure and training on water conservation practices. These efforts help reduce water wastage and ensure a more reliable water supply for crop production.

Impact on Food Security in Benue State

The combined effects of climate change, soil degradation, deforestation, and water management issues pose a serious threat to food security in Benue State.

- **Reduced agricultural productivity** limits the availability of staple foods, leading to higher food prices and increased vulnerability for low-income households.

- **Nutritional insecurity** is also a growing concern, particularly for children and pregnant women, who rely on locally produced foods for their daily nutritional needs (FAO, 2019).
- **Livelihood disruptions** force many rural families to migrate to urban areas in search of alternative income sources, further stressing urban infrastructure and reducing the rural labor force.

Efforts to improve food security must focus on strengthening resilience through sustainable farming practices, improved water management, and better integration of climate adaptation strategies. Programs like ACREsAL play a critical role in mitigating these environmental impacts and promoting long-term food security.

Policy Gaps and Recommendations

Effective policies play a crucial role in addressing the environmental challenges that impact agriculture and food production in Benue State. However, despite the presence of the National Policy on Environment (2016) and other related frameworks, there are notable gaps in implementation that hinder their full potential. One of the major gaps in policy implementation is the lack of coordination between federal, state, and local agencies. This results in overlapping roles, inefficient resource allocation, and delays in program delivery (Oni, 2019). For example, while the National Policy on Environment promotes sustainable agricultural practices, the translation of these policies at the state level has been inconsistent due to inadequate communication between agencies.

Insufficient funding has been a recurring issue in the implementation of environmental and agricultural policies in Benue State. Most programs rely heavily on donor funding, such as the ACREsAL initiative supported by the World Bank. While these programs have made significant contributions, limited state funding raises concerns about the sustainability of such interventions once external support is withdrawn. Despite efforts to promote community participation, many rural communities remain unaware of existing environmental policies and programs. This lack of awareness hinders their ability to benefit from initiatives aimed at improving agricultural productivity and environmental sustainability (Akor, 2017). Furthermore, the exclusion of key stakeholders—especially women and youth—in decision-making processes reduces the effectiveness of these policies.

Land tenure insecurity is another critical gap that affects the implementation of agricultural and environmental policies. Women and youth often face barriers in accessing land, limiting their capacity to participate in and benefit from agricultural programs. This challenge is further complicated by communal land disputes and unclear land ownership laws.

The absence of robust monitoring and evaluation (M&E) systems makes it difficult to assess the effectiveness of policy implementation. As a result, this policy is unable to track progress, identify challenges, or adjust strategies in real time. This gap reduces accountability and weakens the overall impact of the policy.

Recommendations for Policy Improvement

Establishing a more cohesive framework for collaboration between federal, state, and local agencies is essential for effective policy implementation. The Benue State government should set up a multi-stakeholder task force that includes representatives from government agencies, civil society organizations, community leaders, and the private sector to ensure coordinated action. Sustainable financing mechanisms should be developed to reduce dependence on external funding. The Benue State government should allocate more resources to environmental and agricultural programs through public-private partnerships (PPPs) and climate finance initiatives. This will ensure that key projects like watershed restoration in all local governments and not only in Makudi and Vandeikya Local Governments in Benue State and climate-smart agriculture can start and continue beyond donor support.

Community participation must be prioritized at all stages of policy implementation. The government should conduct awareness campaigns and provide capacity-building workshops to educate communities on sustainable agricultural practices, climate change adaptation, and available policy interventions. Special attention should be given to empowering women and youth by ensuring they have access to land, credit, and training opportunities. The government should implement land reform policies that provide secure land tenure for farmers, particularly women and youth. Establishing community-based land dispute resolution committees can help reduce conflicts and ensure fair access to land. This will encourage farmers to invest in long-term improvements such as soil conservation and agro forestry.

A comprehensive monitoring and evaluation framework should be established to track the progress of policy implementation and assess its impact. This should include periodic reviews, community feedback mechanisms, and data-driven decision-making processes to improve accountability and ensure that policies remain relevant to local needs.

Conclusion

Agriculture and environmental sustainability are inextricably linked in Benue State, where the livelihoods of most residents depend on natural resources. While policies like the National Policy on Environment (2016) aim to promote sustainable development, gaps in implementation, funding, and community engagement have limited their effectiveness.

The Agro-Climatic Resilience in Semi-Arid Landscapes (ACReSAL) program has demonstrated the potential for positive change through its support for climate-smart agriculture, watershed management, and community-based projects in areas such as Ute, Mbagbera, and Mbayongo. However, there is still a need for improved coordination, adequate funding, secure land tenure, and robust monitoring systems.

Community participation remains a cornerstone for achieving sustainable agriculture and environmental protection. Engaging local communities—particularly women and youth—ensures that policies are tailored to local needs, thereby improving their acceptance and long-term success. Addressing the identified gaps and adopting the recommended strategies will help Benue State achieve sustainable agricultural development and food security, ultimately improving the well-being of its people and preserving the environment for future generations.

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Foreign Direct Investment (FDI) and Technology Transfer in Nigeria, 2013-2022

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Abstract

The Nigerian state for quite some time has been saddled with the challenges of technology transfer as the country has remained a producer of raw materials for industrial countries. One of various ways Nigeria has sought to overcome her technology advancement challenges is through foreign direct investment. This paper, therefore, assessed the impact of Foreign Direct Investment (FDI) on technological transfers in production/manufacturing, oil and gas, agriculture and telecommunication sectors in Nigeria. This study utilized ex post factousing secondary sources of dataas the main instrument of data collection. Findings of the study revealed that a sum of 130.1 billion dollars was received from foreign capital importation during 2012-2023, out of whichFDI inflow stood at 11.72 billion dollars. Thus, the Multinational Corporations (MNCs) operating in Nigeria has provided training programs to Nigerians working in the various sectors of the economy. Nigerians were not made to know the intricacies of producing goods and services effectively and efficiently. Consequently, Nigerian working in these companies innovation ability was not enhanced. The activities of MNCs have generated little multiplier effects for local firms in the country. Therefore, the general impact of FDI on technology transfer in Nigeria is low. The study therefore recommends that Nigerian government needs to increase funding for Research and Development (R&D) activities to support technological advancements.

Key words: Foreign Direct Investment (FDI), technology transfer, production/manufacturing, oil and gas, agricultural and telecommunication.

Introduction

Nigeria for decades has been confronted with the challenges of technological transfer. Since independence in 1960, this has made the search for solutions to the challenges of technological transfer the pre-occupation of the Nigerian government at different intervals. Among the various ways Nigeria has sought to overcome her economic development

challenges is through foreign aids and by allowing nations, international businessmen and multi-national companies to invest in her economy through Foreign Direct Investment (FDI), as FDI is seen as the vehicle for economic development (Atim, 2006; Igbadoo, Nnana & Igwe, 2023).

Generally, it is assumed that FDI has a causal link with technological transfer even though they are separate conceptual entities. FDI is believed to be the main conduit through which technology transfer takes place. FDI inflow is said to have significant impact on the technological development of the host country. When foreign companies invest in a country, they bring with them advanced technologies, management practices, and research and other development capabilities. This transfer of technology can contribute to the improvement of the host country's productivity, competitiveness, and innovation capacity. The actualization of these benefits can thus lead to the realization of the developing country's macroeconomic and microeconomic goals such as economic growth, improved productivity, better standard of living, reduction of poverty and unemployment and an increased investment in research and development amongst others (Igbadoo, Nnana, & Igwe, 2023). In other words, FDI brings in capital, technology, know-how, and new business practices, which can lead to increased economic activity and job creation.

Nigeria has been a recipient of FDI since independence. However, it is important to state that the first national development plan of 1962-1968 and the second development plan which saw the institutionalization of the Nigerian Enterprises Promotion Decree (NEPD) under the indigenization policy of 1972 both limited the inflow of FDI in the country. The plans imposed trade restrictions and capital controls as part of a policy of import-substitution industrialization aimed at protecting domestic industries and conserving foreign exchange reserves (Arawomo & Apanisile, 2018).

In 1995, the Nigerian government took proactive steps in pursuing FDI inflows into the country with the establishment of the Nigerian Investment Promotion Commission (NIPC) in 1995 as FDI was deemed as a solution to economic development challenges in the area of employment generation, poverty reduction and technology transfer (Arawomo & Apanisile, 2018). The essence of the NIPC was to market the Nigerian economy, remove possible deterrents to FDI, provide investment incentives to attract FDI and ease the process of FDI entry by Multinational Enterprises (MNEs) into the country. Statistics from CBN Statistical Bulletin (2016) and World Bank (2022) indicated that foreign direct investment flows into Nigeria increased significantly since 1995 after the restriction on FDI inflow in the country was removed, between 1995-2012, FDI inflows in the country stood at 64.25 billion US dollars

and 2013-2022, FDI inflow in the country stood at 11.2 billion naira (CBN, 2023). Thus, from 2013 to 2022, except for 2016, the statistic indicates that FDI inflow in the country is on decline. This decline could largely be attributed to political instability, insecurity, high taxation, lack of transparency, widespread corruption and poor quality of infrastructure (UNCTAD, 2018 & Ikpoto, 2022). Overall, from 1970 to 2022, the FDI flow in the country stood at 89.03 billion US dollars (World Bank, 2022; CBN, 2023).

Deriving from the above, it is evident that Nigeria has been a recipient of FDI over the years, it is expected that FDI inflows in Nigeria would impact on technological transfer in the country, but research on these effects in production/manufacturing, oil and gas, agriculture and telecommunication sectors in Nigeria has not been extensively studied during the period, 2013-2022. It is against this background that this paper seeks to assess foreign direct investment and technology transfer in Nigeria, 2013-2022.

Understanding Foreign Direct Investment and Technological Transfer

FDI is an investment by an individual, company, or country in another country's domestic economy, aiming to maximize capital or profit (Andza & Akuv, 2022). It can be through establishing businesses, joint ventures, or acquiring assets, with a 10% control or influence required (Obiekwe, 2018). It is a combination of technology, marketing, capital and management. It provides a firm with new markets, marketing channels, easy admittance to new technology, skills and product, financing and production facilities.

There is consensus of opinions among scholars such as Ikiara (2003); Blomstrom and Kokko (2003) and Dantas (2022) that MNCs establish subsidiaries in host nations where they introduce new technology, skills, marketing know-how, and innovative management approaches. Through a variety of routes, these knowledge resources may "leak" to local businesses. Generally, labour mobility as a result of FDI inflow between subsidiaries and indigenous firms could facilitate knowledge spillover, the integration of the local market with international operators, learning from foreign subsidiaries, demonstration of new technologies, and technical assistance for indigenous firms.

Ikiara (2003) argued that technology transfer can happen directly to local firms working in joint ventures with MNCs or it can happen indirectly as a benefit that trickles down to unaffiliated local firms. Ikiara identified four interconnected channels through which spillovers happen: labour turnover from affiliates to domestic firms, horizontal links

between affiliates and domestic firms in the same industry, internationalisation of R&D, and vertical links between affiliates and their suppliers and customers in the host country's R&D.

However, a rising body of empirical research with slightly contradictory conclusions has recently been discussed in the literature. For example, as (Ghali and Rezgui, 2008) explain, the results of the studies are significant in some cases and insignificant in others. For example, the earlier studies (Blomström and Persson, 1983) and (Blomström, 1986), which covered low-income and developing economies, used cross-sectional data to confirm the presence of positive spillover. Narula (1997) initiated a preliminary investigation of the functions of multinational enterprises in obtaining industrial technology in Nigeria. In addition to discovering that the tangible technology that developing country multinationals transmit is also obtained by domestic companies, he also discovered that these multinationals do not always obtain technology from their home country. Asiedu (2002) only studied the determinants of FDI in Nigeria among other African countries. Neither study is able to provide light on how foreign direct investment (FDI) affects business performance in Nigeria or even if FDI speeds up the transfer of technology to local companies there. Thus, those studies confirm that a relationship exists between FDI and technological transfer but recent studies on the topic have scarcely isolated those consequences in Nigeria, especially during the study period. That is why this research fills in the gap that exists in knowledge in this regard.

Research Method

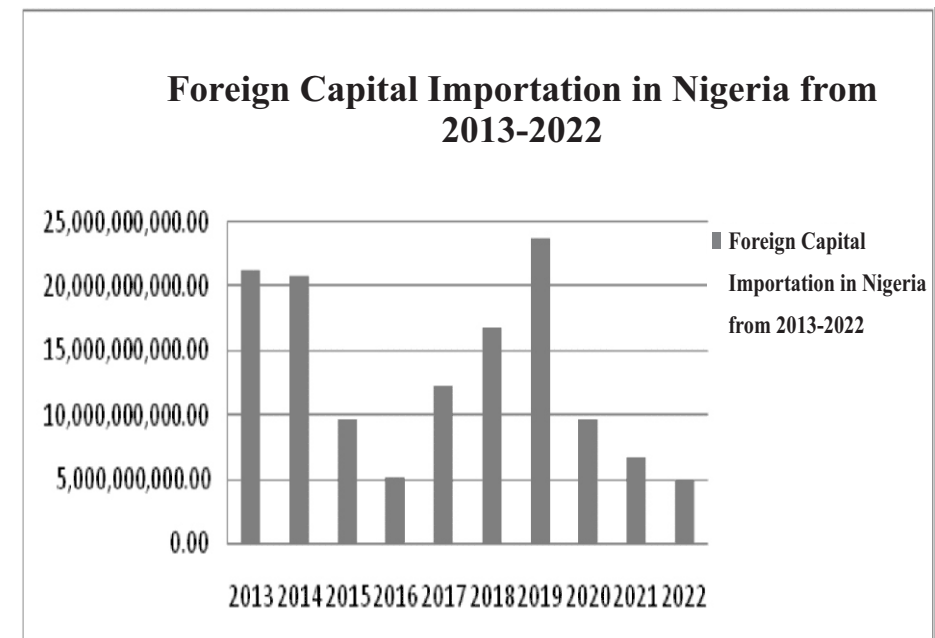
This study utilized ex post facto research design. Ex post facto research design was used in this study because the researchers made use of archival extraction of data on FDI from Central Bank of Nigeria (CBN). It is in this regard that ex post facto research design was deemed fit for this study. The population covered by this study is that of the entire Nigeria. Nigeria has a projected population of 218,541,212 (World Bank Report, 2023). This population is undoubtedly large and may pose difficulties for data generation and analysis. For this reason, a sample was drawn purposely from six states namely; Benue, Borno, Enugu Kano, Lagos, Rivers States and Abuja (FCT). Benue has a population of 6,141,300, Borno, 6,111,500, Enugu, 4,690, 100, Kano, 15,462,200, Lagos, 13,491, 800, Rivers, 7,476,880 and the FCT has a population of 3,067,500 (NBS Annual Abstract of Statistic, 2022). The combine figure for the six states and the FCT is 56,471,200. The decision to select these states was because all these states and the FCT received FDI during the period under study. Therefore, there is need to study these states to see the impact of FDI on technological transfer in these states. The instrument of data

collection that was used in this study was the documentary or archival extraction of data on FDI in the country. Accordingly, the researcher retrieved records from Central Bank of Nigeria, National Bureau for Statistics and World Bank as they relate to the foreign investment flow in Nigeria from 2013 to 2022. To sum the mass of data that was generated from through CBN, on FDI inflow in Nigeria and its impacts on technological in the country during the period covered by the study, the researchers made use of bar chart and tables. Data collected was therefore analyzed and inferences were done in line with the objectives of the study.

Data Presentation and Analysis on Foreign Direct Investment in Nigeria, 2013-2022

Data presented below is on FDI inflow from 2013-2022. Figure 1 and 2 represent data on Foreign Capital Importation and FDI in Nigeria from 2013-2022. The figures presented below are in US dollars.

Figure 1: Foreign capital importation in Nigeria from 2013 to 2022



Source: CBN Statistical Bulletin Data on FDI in Nigeria (2023)

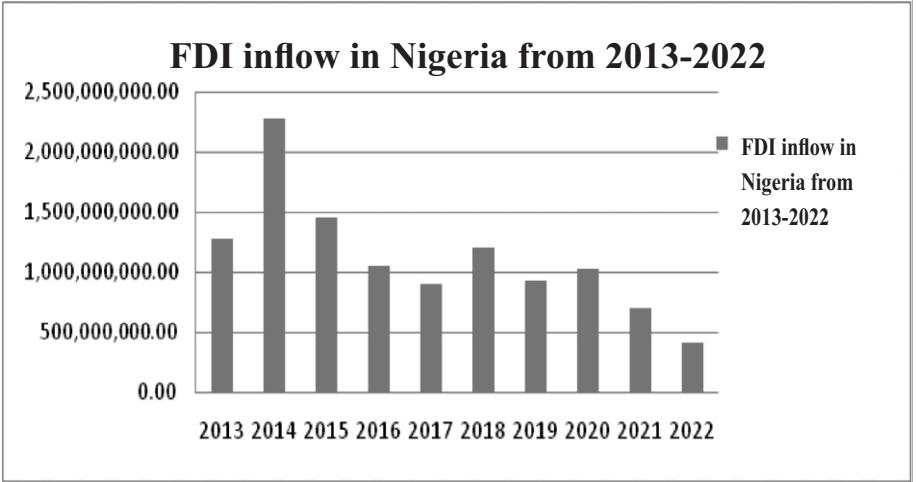
The figure above indicates that in 2013, the sum of 21.3 billion US dollars was received from foreign capital importations in Nigeria. In 2014, the sum of 20.7 billion US dollars was received from foreign capital importations in the country which shows that there was a little decline from the sum received in 2013 (CBN Statistical Bulletin Data on FDI in

Nigeria, 2023). In 2015, the sum of 9.6 billion US dollars was received from foreign capital importation, the figures indicate that there was a massive drop in foreign capital importation of that year (CBN Statistical Bulletin Data on FDI in Nigeria, 2023).

In 2016, the sum of 5.1 billion US dollars was received from foreign capital importations. The data indicates that the country recorded its second lowest foreign capital inflow in that year. In 2017, the sum of 12.2 billion US dollars was received from foreign capital importations (CBN Statistical Bulletin Data on FDI in Nigeria, 2023). The data indicated that foreign capital importation in the country began to rise again during this period as compared with what was received in 2015 and 2016. Thus it was not as attractive as that of 2013 and 2014. In 2018, the sum of 16.8 billion US dollars was received from foreign capital importation. The data indicates that the rise in foreign capital importation continued in this year, which represented an improvement from what was received in 2015, 2016 and 2017. However, despite the improvement in the foreign capital inflow, the amount attracted was not up to what was received in 2013 and 2014.

In 2019, the sum of 23.7billion US dollars was received from foreign capital importations (CBN Statistical Bulletin Data on FDI in Nigeria, 2023). This figure shows that Nigeria received it highest capital importation during this year, the re-election of former President Muhammadu Buhari gave businessmen hope of political stability, a development that was responsible this massive inflow in that year. In 2020, the sum of 9.6 billion US dollars was received from foreign capital importations. The figure indicates that foreign capital importation started dropping again. However, the figure shows that the figure was marginally better than what was received in 2015 and an increase from what was received in 2016 but a decline from what was received from 2013, 2014, 2017, 2018 and 2019. In 2021, the sum of 6.7 billion US dollars was received from foreign capital importations (CBN Statistical Bulletin Data on FDI in Nigeria, 2023). The data indicated a further decline from what was received in the previous year. However, it was better than was received in 2016. In 2022, the sum of 4.8 billion US dollars was received from foreign capital importation, which was the lowest the country has received during this period (CBN Statistical Bulletin Data on FDI in Nigeria, 2023).

Figure 2:FDI inflow in Nigeria from 2013 to 2022



Source: CBN Statistical Bulletin Data on FDI in Nigeria (2023)

The figure above indicates that in 2013, the sum of 1.2 billion US dollars was received from FDI in Nigeria (CBN Statistical Bulletin Data on FDI in Nigeria, 2023). In 2014, the sum of 2.2billion US dollars (11%) of the total foreign capital importation in that year was received from FDI in the country (CBN Statistical Bulletin Data on FDI in Nigeria, 2023). This implies that there was an increase in FDI inflow in this year as compared to 2013. Nigeria received its highest FDI this year. In 2015, the sum of 1.4billion US dollars (15%) of the total foreign capital importation in that year was received from FDI in the country which presented a decline from what received in 2014 but an increase from what received in 2013 (CBN Statistical Bulletin Data on FDI in Nigeria, 2023).

In 2016, the sum of 1.04billion US dollars (20%) of the total foreign capital importation in that year was received from FDI in the country which presented a decline from FDI in 2013, 2014 and 2015 (CBN Statistical Bulletin Data on FDI in Nigeria, 2023). In 2017, the sum of 8.9million US dollars (8 %) of the total foreign capital importation in that year was received from FDI in the country, which presented a decline in 2013, 2014, 2015 and 2016 (CBN Statistical Bulletin Data on FDI in Nigeria, 2023). In 2018, the sum of 1.1billion US dollars (8%) of the total foreign capital importation in that year was received from FDI in the country (CBN Statistical Bulletin Data on FDI in Nigeria, 2023). There was an increase in overall FDI inflow as compared to what was received in 2017 and 2016 but a decline from 2013, 2014 and 2015.

In 2019, the sum of 9.2 million US dollars (4%) of the total foreign capital importation in that year was received from FDI in the country (CBN Statistical Bulletin Data on FDI in Nigeria, 2023). This was the

lowest FDI inflow as compared to what was obtained from 2013-2018 (CBN Statistical Bulletin Data on FDI in Nigeria, 2023). In 2020, the sum of 1.02billion US dollars (11%) of the total foreign capital importation in that year was received from FDI in the country (CBN Statistical Bulletin Data on FDI in Nigeria, 2023). There was an increase in overall FDI inflow as compared to 2019 and 2017 but a decline in what was invested from 2013, 2014, 2015, 2016 and 2018. In 2021, the sum of 6.9million US dollars (10%) of the total foreign capital importation in that year was received from FDI in the country which represented the lowest from what was invested from 2013-2020 (CBN Statistical Bulletin Data on FDI in Nigeria, 2023). In 2022, the sum of 4.1million US dollars(8.5%) of the total foreign capital importation in that year was received from FDI in the country which represents the lowest of what was received during this period (CBN Statistical Bulletin Data on FDI in Nigeria, 2023). Thus, from 2013 to 2022, except for 2014, the statistic indicates that FDI inflow in the country is on decline. This decline could largely be attributed to political instability, insecurity, high taxation, lack of transparency, widespread corruption and poor quality of infrastructure (UNCTAD, 2018 &Ikpoto, 2022).

Table, 1: FDI Inflow in Nigeria in Agriculture, Oil, Gas, Production/Manufacturing and Telecommunication sectors from 2013- 2022

FDI Inflow in Nigeria in Agriculture, Oil, Gas, Production/Manufacturing and Telecommunication sectors from 2013 -2022						
S/No	Year	Agriculture	Oil and Gas	Production/ Manufacturing	Telecommunication	Total
1.	2013	82,370,181.00	129,620,615.53	391,332,828.18	9,059,275.65	612,382,900.36
2.	2014	24,321,957.25	208,172,142.72	943,978,115.11	994,325,249.94	2,170,797,465.02
3.	2015	98,325,502.51	29,764,926.38	423,690,429.20	938,126,117.80	1,489,906,975.89
4.	2016	22,466,314.03	720,152,394.07	302,645,963.69	931,200,333.41	1,976,465,005.20
5.	2017	159,053,306.79	323,066,251.56	864,515,430.71	522,147,701.23	1,868,782,690.29
6.	2018	289,482,492.25	115,553,663.90	671,109,423.25	63,233,727.84	1,139,379,307.24
7.	2019	453,427,031.00	106,547,878.14	1,291,217,066.41	942,863,833.96	2,794,055,809.51
8.	2020	300,775,949.75	53,510,866.84	913,883,844.82	417,481,615.30	1,685,652,276.73
9.	2021	159,915,439.72	70,057,997.39	777,781,416.00	753,044,446.35	1,760,799,299.46
10.	2022	94,293,841.12	5,044,229.76	673,236,481.91	399,905,531.38	1,172,480,084.17
G/Total		1,684,432,015.42	1,761,490,966.29	7,253,390,999.28	5,971,387,832.86	16,670,701,813.85

Source: CBN Statistical Bulletin Data on FDI in Nigeria (2023)

Table 1 indicates that FDI inflow in the four sectors stood at 16,670,701,813.85 dollars from 2013-2023, of which agriculture sector received 1,684,432,015 dollars, oil and gas sector received 1,761,490,966.29 dollars, production/manufacturing sector attracted 7,253,390,999.28 billion dollars and telecommunication received 5,971,387,832.86 dollars (CBN Statistical Bulletin Data on FDI in Nigeria, 2023). This implies that the attention of foreign investors is gradually shifting from the oil and gas sector to other sectors of the Nigerian economy, especially the production and manufacturing sector. It is important to state that the data on FDI inflow in the country is combined with other foreign capital inflows by the Central Bank of Nigeria when it comes to the distribution of FDI by nature of business.

Twenty one (21) businesses attracted FDI in the country during this period. They include; oil and gas, telecommunications, manufacturing, agriculture, banking, brewing, construction, consultancy, drilling, electrical, financing, fishing, information and technology services, marketing, servicing, shares, hotels, telecommunication, training, trading, transport and weaving. The major sectors that attracted FDI in Nigeria include: oil and gas, telecommunications, manufacturing, agriculture, and servicing (CBN Statistical Bulletin Data on FDI in Nigeria, 2023).

In the agricultural sector, the following companies are operating in the sector during this period. They include: Oram International, Cargill, Nestle, Wilmar International, PVH Corp: Golden Veroleum, Indorama Corporation, Alluvial Agriculture, Agco Corporation, Gulu Agricultural Development Company and Nitromobile International Nigerian Ltd (CBN Statistical Bulletin Data on FDI in Nigeria, 2023).

In the production and manufacturing sector, the following companies are operating in the sector during this period; Procter and Gamble, Unilever, Coca Cola, Nestle, Samsung, Lafarge Holcim, Mercedes-Benz, Siemens, General Electric, Heineken, Peugeot, Toyota, Honda, Kia, Ford, Michelin and Philips (CBN Statistical Bulletin Data on FDI in Nigeria, 2023).

In the oil and gas sector, the following companies are operating in the sector during this period. They include: Royal Dutch Shell, Total, ExxonMobil, Chevron, Eni, Addax Petroleum, Agip, Sahara Energy Resource Limited, and Petrobras. And in the telecommunication sector, the following companies are operating in the sector during this period. They include: Mobile Telephone Network (MTN) and Multi-Choice (CBN Statistical Bulletin Data on FDI in Nigeria, 2023).

Table 2. FDI Inflow in Nigeria in Six states and FCT, from 2013 to 2022

FDI Inflow in Nigeria in Six states and FCT, from 2013 to 2022									
S/No	Year	Abuja (FCT)	Benue	Borno	Enugu	Kano	Lagos	Rivers	Total
1.	2013	119,598,965.33	-	3,000,000.00	44,476,016.58	2,675,471.40	21,022,259,489.68	7,835,000.00	21,212,520,414.39
2.	2014	122,875,016.84	-	-	227,439,346.71	524,966.00	20,213,049,364.61	6,319,965.00	20,570,208,659.16
3.	2015	11,226,066.75	-	-	-	-	9,545,891,167.26	1,500,000.00	9,559,059,873.72
4.	2016	85,425,682.42	-	-	2,196,212.00	728,790.10	4,941,960,592.74	6,339,009.44	5,041,186,616.38
5.	2017	2,521,802,874.45	-	-	708,690.00	184,970,442,639.71.00	7,560,203,715.71	934,817.28	10,988,024,314.14
6.	2018	7,138,922,013.50	2,340,446.00	2,258,101.00	1,765,778.81	2,018,211.00	5,365,272,014.40	544,903.68	12,510,781,022.39
7.	2019	6,206,207,676.77	25,027,660.00	500,000.00	50,000.00	1,809,830.00	17,119,149,937.84	41,453,275.70	23,369,370,720.31
8.	2020	852,117,764.09	-	-	-	829,710.00	6,265,979,761.00	-	7,118,927,235.09
9.	2021	659,404,331.36	-	-	-	2,399,915.00	2,358,366,309.77	-	3,020,399,571.13
10.	2022	1,493,021,690.33	-	-	-	-	2,921,977,956.53	-	4,414,999,646.86
Grand Total		19,210,602,081.84	27,368,106.00	15,758,101.00	277,078,683.81	11,171,863.50	97,314,110,309.54	64,926,971.10	116,921,016,116.79

Source: CBN Statistical Bulletin Data on FDI in Nigeria (2023)

Table 2 indicated that FDI inflow in the six states of Borno, Benue, Enugu, Kano Lagos, Rivers and the FCT stood at 116,921,016,116.79 dollars from 2013-2023, of which FCT received 19,210,602,081.84 dollars (16%) (CBN Statistical Bulletin Data on FDI in Nigeria, 2023). Benue State attracted 27,368,106.00 dollars (0%), Borno State received 15,758,101 dollars (0%), Enugu State attracted 277,078,683.81 dollars (0%), Kano State received 11,171,863.50 dollars (0%), Lagos State attracted 97,314,110,309.54 dollars (84%) while River State attracted 64,926,971.10 dollars (0%) (CBN Statistical Bulletin Data on FDI in Nigeria, 2023).

The study discovered that Lagos State and Abuja (FCT) are the hubs of FDI inflow in the country. Also, the study discovered that twenty eight (28) states and the Federal Capital Territorial (FCT) Abuja received FDI inflows, they include; Abia, Adamawa, Akwa Ibom, Anambra, Benue, Borno, Bauchi, Cross River, Delta, Ebonyi, Edo, Enugu, Imo, Kaduna, Kano, Katsina, Kogi, Kwara, Lagos, Niger, Ogun, Ondo, Osun, Oyo, Rivers, Sokoto, Yobe and Nasarawa (CBN Statistical Bulletin Data on FDI in Nigeria, 2023). Eight (8) states namely; Bayelsa, Ekiti, Gombe, Jigawa, Kebbi, Plateau, Taraba and Zamfara were attracting zero FDI during this period (CBN Statistical Bulletin Data on FDI in Nigeria, 2023).

There are several reasons why Lagos State and Abuja have received more Foreign Direct Investment (FDI) inflows in Nigeria than any other state during this period, according to respondents. Ikpoto (2022) confirmed that Lagos and the Federal Capital Territorial Abuja are the hubs of FDI in Nigeria, noting that the majority of the states including Benue State do not have FDI and lack the capacity of attracting FDI. Ikpoto gave the reason behind the attraction of foreign investors to Lagos State as a result of the state being the commercial capital not just in Nigeria but Africa as a whole. Ikpoto opines that the capitalist prefers to invest in the city because of the nature and character of the forces of production in the state, noting that the state can boast of having a quality labour power as compared to other states in the country. Ikpoto further states that, Abuja in recent times has become an attraction area for FDI because it is the seat of power and it has both the amenities and security which are attracting factors to foreign investors.

Impact of FDI on Technology Transfer in Nigeria

Nigeria is a country with a population of 218,541,212 people (World Bank Report, 2022). The country is richly blessed by nature with numerous valuable materials, human, and mineral resources. Overall, Nigeria has mineral, natural and human resources that are capable of playing a crucial role in the country's economy and have the potential to drive sustainable development and improve the livelihoods of its population (Elaigwu & Abubakar, 2022). Despite having human, natural and mineral resources, the country has remained a raw materials exporter to advance countries and multi-national companies, who in turn refined these products and sell to Nigerians at a high rate because of lack of technology.

It is instructive to note that since 1995, the country has turned to FDI to overcome her challenges of economic development, especially as it regards to the area of technological transfer, as FDI is seen as an important source of capital that complements domestic investment, encourages production improvements and contributes to the advancement in technology in any society. Technology transfer refers to the process of transferring knowledge, skills, and expertise from organization or individual to another for the purpose of developing, and utilizing technologies. It involves the transfer of technical information, procedures, and resources from the research and development stage to the practical application and commercialization stage (Arawomo & Apanisile, 2018). The impact of FDI on technological transfer is discussed below in the four sectors covered by the study.

In the production and manufacturing sector, Nigerians have

acquired knowledge on operation of machines but technological transfer was limited in the country as Nigerians working in these companies were neither exposed to the development stage of a product or process as the majority of foreign companies operating in this sector does not produce their products here, but rather assemble products already produced from their parents companies in their country (Ohiorheman, 2022). Therefore, the Nigerians working in companies gain little knowledge on products and cannot apply it locally. Although, Innoson Vehicle Manufacturing Company (IVM) to some extent has benefited from technological transfer as the company is producing various types of cars but the company is involved more in assembling of such cars as such total success has not been achieved in this regard.

In the oil and gas sector, thousands of Nigerians working with multinational companies such as Shell, Total, Exxon Mobil, Chevron, Eni, Addax Petroleum, Agip, Sahara Energy Resource Limited, and Petrobras have acquired knowledge, skills and expertise in the course of exercising their duties and through manpower training. To be specific, FDI has facilitated the transfer of skills and knowledge through the training of indigenous personnel in various aspects of the oil and gas industry, including exploration, drilling, production, marketing, and distribution (Ohiorheman, 2022). However, FDI has not brought the desirable effect on technological transfer. Today, Nigeria still refines fuel from other countries as the refineries in the country are not functional despite being a major oil producing country and having many foreign oil companies operating within the country. Thus recently, Dangote Company owned by Aliko Dangote a Nigerian built a refinery and received its first crude oil from Shell in December 2023 to refine and has released its first refined fuel. However, technology has not been transferred because this company is not locally built, and the important machineries in the company were all imported.

In the agricultural sector, FDI has to some extent impacted on technological transfer in the sector. One notable technological advance is the increased use of mechanized farming techniques by large-scale farmers. With the introduction of tractors, combine harvesters, and other modern equipment, some farmers (mostly elites) are able to increase their output and reduce labor-intensive processes. This has helped to improve the overall efficiency and effectiveness of agricultural operations for large-scale farmers in Nigeria. However, it is worth noting that technological advances in the agricultural sector in Nigeria are not evenly distributed. While some farmers have embraced modern technologies, many small holders still rely on traditional farming tools. Access to affordable and quality agricultural inputs, as well as training on how to

use modern technologies, remains a challenge for many farmers in Nigeria (Elaigwu& Abubakar, 2022).

Overall, the level of technological transfer in the agricultural sector in Nigeria has not been too significant in recent times. The desirable impact of technological transfer has not been felt as 90% of farmers still use locally made farming tools for farming in the country as mechanized farming has continued to remain a challenge in the country, a development that has continued to impact negatively on food security in the country. Nigeria's agricultural fundamentals are robust and include an estimated 84 million hectares of arable land, out of which 40 % is cultivated and only 10 % of the 40 % is cultivated optimally. Thus, the chemicals produced by these companies have assisted in the area of farm weeding but Nigerians that are working with these companies are not exposed to the production process, and technological transfer has remained grossly low in the sector(Elaigwu& Abubakar, 2022).

In the area of telecommunication, foreign companies operating within the telecommunication sector have rolled out Fourth Generation Long-Term Evolution (4G LTE) networks across the country, providing faster internet connectivity. This has improved the overall quality of telecommunication services in Nigeria(Ajala& Adesanya, 2017). The telecommunication companies in Nigeria have expanded their mobile network coverage to reach even remote and rural areas. This has helped in bridging the digital divide and connecting more people to telecommunication services. Furthermore, many Nigerians working in the telecommunication sector have received manpower training on different gadgets operations and repair during this period. However, these developments have led to technology transfer as Nigerians are not exposed to the production processes of gadgets such as phones, sim cards, laptops, desktops, and televisions.

FDI has not led to the desirable level of technological transfer in the country, the country is still struggling with development of technology, as of today, majority of the finished goods used in the country are imported, petroleum products are refined elsewhere and shipped to the country, majority of farmers still rely on traditional farming tools, there is poor network connectivity in telecommunication industry, and the country remains a producer of raw materials for industrialized countries. Thus, the sum of 11,295,609,384.72 dollars was received from FDI during the period covered by the study.Nigerian economy is still weak characterized with limited technology as FDI have not been able to address the problem of inadequate technology in the country as the activities of MNCs have generated little multiplier effects on the domestic companies in Nigeria.

Conclusion

Nigeria has been faced with the problem of technological transfer. Nigerian technical condition, particularly in the production/manufacturing, oil and gas, agriculture and telecommunication have shown retardation with manifestations as majority of the finished goods used in the country are imported, petroleum products are refined elsewhere and imported to the country, majority of farmers still rely on traditional farming tools, there is poor network connectivity in telecommunication industry, and the country remains a producer of raw materials for industrialized countries. This situation made the Nigerian government to seek FDI as a vehicle for technological transfer as FDI is considered a prescriptive antidote for the improvement of technological development in any society. The paper found that Nigerians working in the various sectors of the economy have thus received training from the Multinational Corporations (MNCs) operating in Nigeria. However, Nigerians were not made to understand the complexities of producing goods and services effectively and efficiently, nor were they exposed to the product or process development stage. As a result, they were unable to innovate more. MNC operations have not been of much impact to domestic businesses in the nation. Consequently, there is little overall effect of FDI on technology transfer in Nigeria. The study therefore concludes that, the challenges of technological transfer in Nigeria are not insurmountable given an objective analysis of the causative factors, adoption of correct institutional mechanisms to address the multi-dimensional issues involved. A way forwarded is there suggested in the next section of the study.

Recommendations

In order to enhance technological transfer in Nigeria, certain recommendations have been derived from findings of this study. They include: Nigerian government needs to increase funding for R&D activities to support technological advancements. This can be done through partnerships between government, private sector, and academic institutions to create R&D centers or foster collaboration with international organizations.

Also, the government needs to improve the education system in which it will enhance the quality and relevance of science, technology, engineering, and mathematics (STEM) education in schools and universities. This will prepare a skilled workforce capable of contributing to technological development.

Finally, government needs to foster collaboration and partnerships between industry, academia, and government institutions to facilitate knowledge sharing and technology transfer. This can be done through joint research projects, industry-academia programs, and technology transfer agreements.

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Measures to Ensure Effective Revenue Collection in States and Local Governments in Nigeria

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Abstract

The paper examines the profiles and structures of States and Local Governments Revenue as reflected in taxes and levies collected by these two tiers of government in Nigeria. The paper also examines the various challenges facing the states and local governments in the Internally Generated Revenue (IGR) collection efforts. It also enumerated the measures that would ensure effective revenue collection in the states and local governments in Nigeria. The paper adopted the review of extant literature as the main instrument for the collection of relevant information, while participant observation method served as a useful tool for gathering information on the subject matter. The paper finds that the states and local governments depend heavily on revenue from the Federation Account for their survival. The revenue profiles and structures of states and local governments as contained in the 1999 Constitution (as Amended) are not adequate for their constitutional responsibilities. Besides this, there are numerous challenges facing the states and local governments in IGR collection. In spite of these challenges, there are several measures that would ensure effective IGR collection in states and local governments in Nigeria. The paper concludes that the challenges enumerated can be overcome if the right environment, attitude and processes are put in place by the states and local governments. Therefore, for the dream of an effective IGR collection to be realized, the paper further concludes that the states and local governments in Nigeria must put their acts together and develop the political will to overcome all the challenges constraining effective revenue collection in the states and local government in Nigeria.

Keywords: *Revenue, Revenue Collection, Effective, States, and Local Governments*

Measures to Ensure Effective Revenue Generation in States and Local Governments in Nigeria

Introduction

The current downturn in the Nigerian economy generally and in the states and local governments in particular had created serious distortions in the ways and manner that are inconsistent with our developmental aspirations. Nigeria is currently witnessing economic recession with adverse effects on the three tiers of government and consequently on the citizenry. Learning on over 80% of its total annual revenue from the oil sector, the Nigerian economy is said to be dangerously over dependent on oil. This over dependence risk is an outcome of two realities. The first is that oil and gas are depleting asserts in the sense that the sources are exhaustible, thus permanent dependence on them is most disastrous. The second risk factor is that the market for oil and gas is exogenous and highly volatile in terms of predictability of sales. The existence of these risk factors beckons on a compelling need to look away from oil and pay a more focused attention on non-oil sources of revenue, most especially Internally Generated Revenue (IGR). These challenges therefore require states and local governments in Nigeria to urgently seek ways of increasing locally generated revenues to supplement the shortfalls from the Federal Account.

Given this unfortunate turn of events in Nigeria, many suggestions have been put forward by scholars, and practitioners in the field of taxation on how to get out of this mess. There is no doubt that all states and local governments in Nigeria have economic potentials to self-sustaining if they look inwards by exploiting the provisions in the existing tax laws to enhance their revenue base. There is no doubt that the states, and in particular local governments are the closest tiers of government to the people. It therefore beholds on them to strive very hard to improve their internally generated revenues to improve their economic situations. This requires the adaptation of measures to ensure effective revenue collection in states and local governments in Nigeria. This essentially is the task of this paper.

Taxes and Levies collected by the States and Local Governments

This write up on Taxes and Levies collected by the states and local governments arises from the works of Akpa, (2008) and the 1999 Constitution. In order to situate this discussion properly, it is very essential to identify the taxes and levies collected by the two tiers of government in Nigeria under the 1999 Constitution (as Amended). This has to do with the profiles and structures of public revenue sources. When we talk of government revenue profile in general in Nigeria, two

interesting characteristics stand out for recognition. The first is that revenue sources have continued to remain virtually the same over the years, only few additions outside the petroleum sources. The second features is that the source of bickering between and among the federating units is not so much over who has the legislative power to tax and administer the law as how to share the “cake”. Against this background, we are going to examine the revenue profiles and structures of the two tiers of government in Nigeria currently.

The Profile and Structure of Revenue of the State Governments Profile

The revenue sources of the 36 states of the federation are similar between themselves and those the federal government. What may be different is the yield from each source. The profile includes the following sources:

- I. Taxes e.g. direct income tax (PAYE), direct assessment, community tax, stamp duties, VAT, sales tax, entertainment tax, urban building tax etc.
- ii. Feeds, fines, levies, charges and penalties. About 90 types of fees, 4 types of fines, many types of hire and rental charges for government and portable machinery and equipment an more than 3 types of penalties.
- iii. Licenses (about 25 types of them)
- iv. Earnings and sales (from about 40 sources of certain goods and services produced and delivered)
- v. Government property (from no less than 12 sources of rental revenues)
- vi. Interest, dividends from quoted and unquoted shares in companies, staff revolving loans, repayment of loans etc.
- vii. Reimbursements (e.g. for gratuities and pensions etc.)
- viii. Miscellaneous revenues (e.g. contract deductions, development levies, tribunal recovered public funds, impounded money etc.)
- ix. Stationary allocations and grants-in-aids; statutory allocation from the Federation Account and VAT are today the lifeline of all the states in the federation. Grants-in-aids are usually given by the federal government on the basis of the prevailing conditions, e.g. to boost agriculture, education, commerce and industries, health etc. (Akpa, 2008).

Structure

The structure of the revenue profile shows statutory allocations from the Federation Account as the lifeline for the state governments as alluded to earlier (accounting for over 74 percent of each state's total revenues in any particular year). In respect of the internal revenue sources, they yield

from them is about 17 percent of the total revenues for the year, although there are differences in actual amount as between the states. (Akpa, 2008).

The Profile and Structures of Revenue of the Local Governments Profile

The layout of the local government revenue sources consists of the following:

- i. Community tax (i.e. an annual flat rate per taxable adult). It is also called capitation.
- ii. Rents: These are property taxes charged on landed property. It is assessed on either capital value, rental income or location of the property. The rates vary depending on whether the property is residential or commercial. For example, a modern commercial building is assessed at the rate of N200 per annum. Other categories are modernized local and local buildings.
- iii. Licenses, fees and rents (about 76 license-based sources, 50 business permit types, about 8 sources of rental charges about 18 other outside rents, licenses and permit).
- iv. Investment revenues (e.g. interest on deposits and dividends from shares).
- v. Commercial services revenue (e.g. mass transit, water selling, catering rest houses, petroleum product distribution etc.).
- vi. Statutory allocation (e.g. Federation Account, VAT and State Joint Local Government Account).
- vii. Special Departmental Revenue: The federal government, NGOs and development agencies may give money to a local government in support of development projects to be carried out at the local government level under departments especially set up for them e.g. UN Sanitation Project, World Bank, ORT, National Mass-Literacy Campaign etc. The import here is that local government councils must endeavour to seek out and attract such funds from both domestic and foreign donor agencies rather than wait for them to come on their own.
- viii. Grants: Grants that come to local government councils usually do so from the following sources: federal and state governments in the form of aid in meeting constitutional duties. Such grants come in a variety of forms such: general assistance grants, equalization grants, staff salaries grant, special emergency grant, road grant, etc.
- ix. From other local governments: Money can flow between local governments as a result of several processes such as the following:
Political – When a new local government is created out of an old one, the asset-liability-sharing process can result in fund flow.

Economic – Borrowing from other councils to carry out an economic project.

Financial – When a council launches a public appeal for fund in support of its programme. (Akpa, 2008, 1999 Constitution).

Structure

The structure of local government revenue sources shows that most of the 774 councils today depend heavily on statutory allocations for survival as about 80 percent of the total public revenue come from this source. This is to say that internal revenue sources contribute insignificantly to the total revenue pool available to the councils. This cannot in any manner be said to be a healthy situation. (Enyi, 2014).

Challenges facing States and Local Governments in Internally Generated Revenue (IGR) Collection

Most of the challenges facing IGR collection and management among states and local governments are well known and have been documented by many researchers. The underlisted challenges are cited from Nigeria Governors Forum Documents (October, 2015).

- * Lack of adequate information on taxpayers. Taxpayers can easily avoid reporting their income to the state.
- * Lack of cooperation from the taxpayers. Many Nigerians (even within the tax net) do not feel obligated to government; therefore they do not consider paying tax as a civic responsibility. In addition, there is insufficient information on the logic and significance of taxes implying that certain taxpayers who might be willing to pay are not motivated to do so. Governments often are accomplices as they fail to deliver on basic services that the citizens require, leading to a sense that tax funds do not generate any benefits to the citizens.
- * Lack of uniformity in the incidence of taxation. Most taxpayers believe that they are unfairly levied. There are no standard structures and modalities for tax assessment in Nigeria, and the problem has created distrust between collectors and payers.
- * Complexity of the tax system and a lack of explanation with respect to tax obligations by the Nigerian government. Most taxpayers do not understand what is required of them. Many taxpayers cannot distinguish between PAYE, Withholding Tax or Value Added Tax. This is the case even among the elites; and these have difficulty calculating tax liabilities.
- * Inadequate training and preparation of tax inspectors. Most tax officials tend to be poorly educated and lack the basic knowledge and techniques to communicate. Many tax inspectors tend to be aggressive, thereby putting the taxpayer on

the defensive. This situation seems to get worse, the lower the tier of government.

- * Weak civic education on the issues of IGR linked to services from government.
- * Use of Consultants, Agents, Touts – this challenge is further explained below.

In nearly all states, with potential tax payers consisting mostly of informal operators, governments try to minimize its own challenges by reducing interface with individuals. This they try to achieve by engaging tax consultants. Thus, whereas there are Boards of Internal Revenue, actual revenue collection in many sectors is farmed out to agents and touts, sometimes as political settlement and patronage, interestingly, these agents not only have their own objective functions, they also help complicate the relationship between the tax payer and tax administrators. Their mode of operation often paints the government in very bad light before the tax payers. Most of these agents are engaged ad hoc and some even on the strength of verbal authority only. Thus, overlapping areas of coverage, poor role assignments, crude approaches to tax collection are only a few of the many challenges that emanate when tax collection is not organized by a government with a sense of responsibility towards economic agents within its domain. Each authorized group of agents simply print own receipts for revenue collection, and molest potential taxpayers with a view to extracting maximum rent. As there are no strong checks, leakages remain high and collection efforts are concentrated on a few sectors where heavy investments are not needed before milking. These include stalls, markets and parks where potential taxpayers can easily be found and molested, and where extraction is easy because the taxpayer has high incentives to want to keep his business running.

The use of tax agents creates a major problem - that of information asymmetry. Indeed, because of the very poor level of awareness of tax obligations, laws and rights, tax agents exploit the taxpaying public to the maximum possible while, at the same time, under-reporting (where possible) tax potentials to policymakers. They do not only act to collect revenue, they serve as the link between government and the people and therefore provide information to both parties on the needs and demands of the other. This way, they are a cost to both the people and the government, but in different ways. For the paying public, they can multiply payable taxes, inflate tax rates and demand double payment on the same tax. In part, they are aware that there are no alternative routes for channeling grievances to government. Where monitoring is weak, as is the case in many states, they can exaggerate or underestimate the opportunities for taxation depending on what utility function they face at any time. For the government, they can withhold a large part of the resources obtained from taxes as they government has no information on the tax base in the first place. Thus, they often aggravate the negative

perception of the taxpaying public about taxation. This is a major cost on political goodwill because agents undermine the social contract between politicians and citizens. While the circumstances that led to the emergence of use of agents for tax collection may have varied among states, the impacts on the tax system have been similarly negative.

The revenue agent challenge is by no means a major one. Some MDAs (and LGAs) in states and local governments contract out all revenue points to agents, this is convenient, but costly. One of the challenges is that the amounts to be paid by these agents are neither scientifically determined, nor even judiciously enforced in some of sectors, their connections in government and a host of other unscientific (indeed, unsocial) indicators are the means through which their benefits and liabilities are defined.

One of the outcomes of this development is that, in many instances, there is little (if any) correlation between the number of taxes collected and the revenue that comes to state coffers. There are huge discrepancies between what the people pay and what the governments get. In many states of the country, while citizens complain of being overtaxed, government accounts indicate that tax revenue are not flowing in. Without doubt, the concentrated extraction of tax from a small tax base and few taxpayers is a factor. The engagement and operations of agents may actually be an even bigger factor. In regions where there use is rife than in others, the difference between levies on taxable entities and revenues to government can be staggering.

One of the reasons why states retain tax agents even when they appreciate that they are counter-productive, is that the Boards of Internal Revenue are perceived as weak and lacking in both qualified manpower and apparatus. Again, this is partly a product of the history of relegation of non-oil revenue where under successive administrations; the Boards of Internal Revenue are known to deliver nothing. Consequently, they were turned to dumping ground for political loyalists in search of employment. Many BIRs in the country are not manned by tax professionals. Until recently, appointments of the Chair of the BIRs are hardly based on merit or tax management experience and (s) he is surrounded by those who are not. With the renewed interest in IGR, this is changing in many states, but there is need for more momentum in ensuring that this legacy is completely done away with. And to do so, the BIRs need significant technical and material support to rebuild themselves and put in place the sort of hard and soft infrastructure required to collect and manage resources on behalf of the government. The roles of the BIRs have been abandoned or farmed out to MDAs or agents for too long, and this has raised conflicts in responsibilities and role assignment in most states. The MDAs and agents, used to collecting funds, are quite unwilling to give back the roles to BIRs. Even where they are willing, the capacity of the BIR to fully step in and cover the grounds

is weak. As a result, to effectively deal with the challenge of tax agents and multiplicity of taxes, it is important to adequately support the BIR to be more effective. This will involve mandate mapping, corporate planning, IT support, human resource programming and succession planning, among others. (Nigerian Governors Forum Document, (October, 2015).

Reform of the Board of Internal Revenue remains a central part of the reforms that enabled Lagos to achieve the miracle it did in IGR. An independent, professional board devoid of political interference will most likely perform better in terms of defining mission and following same. Only a few states in Nigeria have been able to legislate or approve complete independence of the BIR for revenue. In the vast majority of cases, the BIR depends on the State's Ministry of Finance for its funding, appointments and operations. Provisions for operational efficiency of the Board continue to matter for performance. A key indicator is the extent to which the operations are computerized or made compatible with information technology. The method of tax collection and remittances in many states is mostly manual. Such manual operations in addition are based on poor or no database.

Apart from the Nigerian Governors' Forum Document (2015), other scholars and practitioners have contributed to this discussion. According to Kabiru (2005), the challenges of revenue collection in government are:

- * Too many baskets/pockets collecting generated revenue. Block the leakages
- * Neglect of many revenue sources, especially those at MDAs. Produce more rev-centers.
- * Under capacity utilization of some revenue sources. Utilize them optimally
- * Poor staffing or poor training for updating knowledge on assessment and collection
- * Weak structural, institutional, legal and personnel commitment. Strengthen them!

Also, according to Elekwa and Okechukwu (2014), it is no exaggerate on or over-statement if we say, based on our experience and records available, that the actions and inaction of personnel of revenue departments have denied the local governments opportunity to raise reasonable amount of revenue from their different internal sources. This is because it is the revenue collectors that are directly responsible for most of the internal leakages in the local government because they collude with the members of the public (rate payers) to deprive the local governments of the revenue that should accrue to them. Although corruption in the local governments is not limited to personnel unit or revenue collectors; unfortunately their own is more noticeable because they are directly or indirectly involved in local government funds.

Available records and experience shown that most revenue collectors in the various local governments often violate the approved rules and regulations to connive with some rate payers in order to deprive the local governments of the actual revenue that should occur to them for share personnel gains. The revenue collectors, for example, sometimes except their wives, children, relations, friends and church members from paying revenue to the local government, if they are, for instance occupying market stalls or hawking goods. They do this because of other personal gains they hope to enjoy from them in future. This behaviour of most revenue collectors is a practical manifestation of corruption, which is of different dimension in the local governments, with its concomitant effect, which is revenue leakage.

We can enumerate other challenges as set out below.

- a. *Collusion with Proper owners:* Some revenue collectors apart from colluding with some property owners so that their tenants are under-assessed or they completely escape valuation and rating, also collect revenue without issuing receipts, while others issue fake receipts to the payers and the revenue so collected is not paid into the council's confers.
- b. *Lack of Adequate and well-qualified Financial Officers:* Most of the revenue officials like market managers, valuation officers and host of others lack professional training. The Finance Department of most local governments are not adequately staffed with well qualified and experienced financial managers, accountants, auditors and property valuation officers.
- c. *Lack of Adherence to Financial Memorandum:* The most crucial figure in the financial management of the local governments is the local government Chief financial officer, generally known as the treasurer. He is responsible for formulating plans and devising strategies for effective revenue generation and accounting. As the Chief Financial Officer of the local government, he is expected to ensure that all the financial transactions of the local government are made in accordance with laws and the Financial Memorandum (FM). A Financial Memorandum as the name implies is a body of financial rules and regulations which governs all financial transactions of the local government. A serious investigation reveals that these financial rules and regulations are violated with impunity. Lack of strict adherence to FM is a contributory factor to internal revenue leakage.
- d. *Irregular/Improper Auditing:* Auditing of local government accounts is a crucial aspect of the financial management as well as an effective financial control mechanism. The final accounts

which are given in annual statements of accounts of the local government are subject to audit. In Nigeria, in the past, this was carried out by the state government Auditor General and his staff but accounts of local government Auditor General and his staff but accounts of local government auditing general of a state and his staff. The auditors have duties and power of semi-judicial nature. They conduct audit of local government accounts, annually our investigations revealed that the process of careful examination of the local government accounts to ensure that all expenditures are made according to Law are no longer being carried out satisfactorily. As a result of that, it has not been possible to detect embezzlement, irregular payments, loss of local government funds, fraud and general misappropriation of local government funds. The auditing of local government funds is powerful financial control mechanism which ensures that scares financial resources are prudently and judiciously managed to effectiveness fulfill the functions allocated by the local governments.

- e. *Appropriate Supervision:* Most revenue collectors are not closely supervised and controlled. They are allowed to be with the council's money longer than the law permits. There is temptation in money and such collectors will not know when he/she has crossed from personal to local government money. It is this failure to supervise, monitor closely and control effectively personnel of revenue department that has let to internal revenue leakage.
- f. *Obsolete Laws dealing with Perpetrators of Financial Fund:* Law dealing with perpetrators of financial frauds are not harsh or not instill enough fear into the minds of such offenders. This has failed to prevent perpetration of atrocious financial frauds.
- g. *Attitude of Nigerians towards Wealth:* In Nigeria, the tendency is for everyone to get rich quickly. The reason is that wealth is highly regarded and worshiped in the country. Infact, wealth in Nigeria is not only the basis for recognition and respect for an individual, but also an index for measuring his hardwork and success. The attitude of Nigerians towards wealth is one of the reasons why most revenue collectors are not content with their job.

Measures to ensure Effective Revenue Collection in States and Local Governments in Nigeria

The Nigerian Governors' Forum in her Document as well as two scholars have enumerated measures that would ensure effective revenue

collection in the states and local governments in Nigeria. These will be treated in detail as outlined below.

According to the Nigeria Governors' Document (2015), many states in Nigeria are currently making efforts to diversify and increase internally generated revenue. Measures range from extensive tax policy reforms to administrative measures like improved remittances and recording. Some of these measures which cut across the states can be summarized as follows:

- * The introduction of cutting-edge technology which simplified revenue collection and tax administration through
- * Elimination of sources of revenue leakages
- * Creation and improvement of tax database
- * Generation of projected revenue from different sources
- * Generation of reports showing revenue distribution
- * Institutionalization of far-reaching tax reforms with formulation of IGR strategies and action plans which resulted in improvements in tax collection
- * Strengthen land administration
- * Setting up of better functioning tax institutions potentially opening up opportunities for more direct appropriation of revenue
- * The establishment of autonomy for states' internal revenue service
- * Improved tax planning, professionalism, and staff morale rapidly improved tax collection and tax compliance among large companies.
- * Outreach and monitoring capacities of revenue staff who regularly visit formal businesses and informal sector organizations to identify potential taxpayers. Explain the tax payment process, and check for payment certificates
- * Improvement on compliance and strong commitment to enforcement, including sealing delinquent businesses
- * Strong commitment on the part of governments to improve the tax environment through improvement in collection and remittance infrastructures, improvement in the collection processes and the better engagement of the taxpayer through town hall meetings, education and enlightenment.
- * Introduction of Hotels and Events Centers Occupancy and Restaurants Consumption Law thereby introducing consumption tax on hospitality industry goods and services
- * Introduction of Land Use Tax Law (incorporating Property Tax, Ground Rent and Tenement Tax)
- * Expanding base for Capital Gains Tax (CGT) and Stamp duties

through land registration “amnesty” window and reduction in CGT and stamp duty rates

- * Issuance of new Regulations and Guidelines for conduct of lottery, pools betting, casino and gaming activities.
- * Identification of revenue that was not being collected or enforced
- * Expansion of tax base by bringing more persons and activities into the tax net including taxing of the informal sector (Presumptive Tax Initiative)
- * Enhanced procedures for assessment of tax liabilities
- * Enacting new Revenue Administration Law establishing the States Internal Revenue Service as an autonomous Revenue Service
- * Major organizational restructuring and business progress re-engineering of IRS including automation of processes and HR capacity development.
- * Point of Sale (POS) terminals at tax offices linked to the IGR accounts
- * Introduction of e-filing system
- * New coding system for PAYE
- * New website to support online tax payment
- * Specialized taxpayer service units in tax offices
- * Electronic TIN registration kits deployed in tax offices
- * State-wide electronic taxpayer enumeration survey

Improvement in the business environment to attract private capital investments that positively influences IGR. For states that have undertaken far-reaching reforms on the business environment, there are significant potentials for highly improved IGR generation in the years ahead.

Secondly, according to Kabiru, (2005), the measures to improve revenue collection in states and local governments are as follows:

- * Complete overhaul of the SIRS to make it professionally competent and dependent on its performance for the remuneration of its staff
- * Ensure that the staffs of the SIRS are well trained and ethical enough to face the daunting challenges of producing revenue that could substantially shoulder the state budgeted expenditures
- * Institutionalization of Single Revenue Account to capture all tax and non-tax revenues monthly.
- * Make the State Internal Revenue Service (SIRS) the only collecting platform for all the tax and non-tax revenues accruing to the state government
- * Ensure that more projects that would better the lots of the people are executed by the government to fulfill its campaign promises.

- * Ensure that the policy thrust of the government is built on the principles of fear of God, transparency, accountability and prudence.
- * Ensure that the business environment and other welfare matters of micro, small, medium and large scale businesses are taken care of by the government to encourage voluntary tax and other non-tax revenue payment compliance. The state's MFBs and other institutions are to be used here.
- * Use of consultants as technical advisers to appropriate departments of the SIRS, in their areas of comparative advantages, so as to enhance the state IGR.

Thirdly, according to Akpa (2008) that given our rate of hurry and hunger to move to the next level of development, Nigeria needs all the monies it can garner both from internal and external sources to be able to finance the enormous expenditure programmes. Some of the measures include the following:

- * Activation of the Dormant Sources: Not a few government internal revenue resources are lying dormant due principally to organizational inertia and reluctance of tax payers to pay up. And there are reasons for this. The first is that the trip to the oil-based Federation Account and commercial borrowing is easier. The second is that in refusing to pay their tax calls, the payers are making a state that the levies are unfair considering that the services and goods delivered are either poor or non-existent. There is therefore need to re-activate these dormant sources by addressing the issues raised in the preceding write up.
- * Review the Existing Rates and Fees: We are aware that many states and local councils have subjected their revenue rates to an upward review in recent times. Two things however need to be emphasized here about tax increases. The first, as earlier stated, is that the paying public will be willing to pay rates and fees only if services and goods are adequately delivered in return. The second point is that where the rates and fees are recklessly and exploitatively increased and the tax proceeds are stolen and taken out, the local economy would pay negatively for it. In other words, the revenues collected need to be deployed to improve the life of the people.
- * Diversification of Revenue base via Investment: Because our brand of politics and democracy is more of self-service than public good. Our political leaders tend to be short-termist in their outlook and therefore hardly invest in opportunities that have the potential to not only boost the treasury but mostly importantly diversify the revenue basket. To rationally do this requires

conducting an environmental scanning so as to identify areas of comparative advantage. In this respect, states would invest their wind fall receipts from excess crude account in non-oil opportunities e.g. solid minerals, micro, small and medium size ventures, etc. as well as in budget stabilization fund to smoothen the unpredictable revenue flows.

- * Overhauling of the Tax System: There is no doubt that the tax system in the country is ripe for a comprehensive overhaul in its laws and administrative infrastructure. The essence is to bring the system in tune with the dynamics of the time.
- * Transparent and Accountable Revenue System: A lot of revenue is lost to government due to dishonest behaviours. This is why the Tax Bill sent to the National Assembly by President Bola Ahmed Tinubu is not only timely but highly imperative. For example, ministries and agencies do not report the total amount of revenue collected. Due to delays and or shortages in overhead received, ministries use part of their income to supplement and in so doing report only the net amount to the Office of the Accountant-General or local government treasury. However, you call it, this is obviously in breach of the relevant financial regulations and due process. Furthermore, the Constitution of the land provides that all states shall pay 10 percent of their total IGR to the local councils. In a similar breath, the councils are required to remit their PAYE deductions as well as 5 percent tax on contracts awarded to the state's treasury. Because many local councils don't comply, states withhold all or part of the 10 percent in lieu of what is owed to them. This again, take or leave it, is in breach. It has to be appreciated that the foregoing is only one leg of the overall lack of transparent and accountable revenue mobilization and collection in the land. It appears to us that the collective dream to be a great economy in the near future would require nothing short of transparent and accountable approach to fiscal management in the states and local governments.
- * Use of Capital Markets: Many states and local councils in the country have never thought of using the capital market to raise development finance to be deployed in economically viable projects and programmes, if the banking sector is dis-congested to make sufficient room for the real sector to use that medium while government and its agencies resort to alternative sources,

the dividends for the economy would be a lot enhanced.

- * Cost Saving Strategies: There is no doubt that the pool of funds available for governance activities can also be enhanced via cost reduction techniques such as the following.
- * Reduction in Cost of Government Operation: Sufficient evidence today exists to indicate that not only is the cost of government administration in Nigeria about the highest in the world, a lot of things government spend public money on are simply wasteful in nature. For example, outside the fringe benefits, payroll and overhead spending currently consume no less than two-thirds of total government revenues, excluding the cost of running government hidden in the capital budget. This high level of spending leaves very little to meet debt service and capital programme required for growth. As a way out, the international best practice is that the cost of running government should not exceed 40 percent of the total government revenues. The cost reduction strategies would therefore focus on the payroll and overhead spending, extra-budgetary spending by the politicians in office, reforming the civil service to make it more open, responsive, transparent and accountable, monetize fringe benefits, and accord the public budget the primacy and sanctity it deserves.
- * Outstanding Non-Critical Services: The current global trend in cost-economies is to out-source all non-critical service, thus avoiding waste and saving resources to be deployed to other beneficial opportunities.

Conclusion

Internal Revenue Generation among Nigerian States and local governments face significant challenges. Behind the low revenue numbers and the inability of states and local governments to meet obligations from internal sources are series of constraining factors. Though difficult, these challenges are not altogether insurmountable. While questions have been raised about the viability of some Nigerian states and local governments in the past, the reality is that most states and local governments in the federation can generate much more revenue internally to meet government expenses than they are doing right now. However, this requires that the right environment, attitude and processes be put in place. In some instances, there are questions about the capacity of the IGR base to generate the required resources, but in most instances,

there are questions about the capacity of the IGR base to generate the required resources, but in most instances, the bigger challenge seems to be about the capacity of institutions that should tap these resources to do so. For as long as there are no data on eligible taxpayers, leading to arbitrariness in tax collection, states and local governments would continue to act in ways inimical to private sector growth. Tax potentials would then not translate to actual government revenue.

The deficiencies in IGR generation and management in the states and local governments affect most other aspects of public finance. In effect, full fiscal reforms that aim to curb constraints to IGR generation and management must also engage processes for resource management in other ways. For example, poor accounting and auditing processes in the States and Local Governments may not look like issues for IGR, but they ultimately limit the capacity of the government to retain what it has generated. They generate doubts in the minds of potential taxpayers about the essence of taxes and the integrity of government in managing resources. Thus, as states and local governments worry about options for IGR improvement, they equally need to pay attention to other aspects of public finance management that ultimately impinge on their capacity, not only to generate revenue, but also utilize same for public good. For this dream to be a reality, however, there is a lot to be done in putting our acts together in order to develop the political will to be successful in overcoming all the challenges constraining effective revenue collection in the states and local governments in Nigeria.

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Traditional Rulership and Community Development in Guma Local Government Area of Benue State

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Abstract

The paper examined traditional rulership and community development in Guma Local Government Area of Benue State. The paper adopted a survey design with questionnaire and Key Informant Interview used as instruments of primary data collection. Structural–Functionalism theory was used as a framework of analysis. showed that traditional rulers remain for a variety of reasons, important to the plan and realization of community development projects within the area of control. Findings also revealed that traditional rulers constitute the pivot of community development even though they are not entitled to budgetary allocations, they induced the system for effective development ranging from provision of infrastructural facilities such as local roads grading and construction, construction of markets and educational development among others. The paper further revealed that community development in Guma LGA is failing due to improper implementation of public policies and lack of funds. The paper in line with these findings recommended that seminar and training programmes like workshop for rulership and development of skills should from time to time be organized to respond to self-help development projects of the communities. Also, wealthy individuals in the communities can support the traditional rulers embark on projects such as construction of basic amenities including good health centers, electricity and good roads.

Keywords: Community, Development, Infrastructure, Traditional Rulers

Introduction

Traditional rulers in the early era of Nigeria community which keep to the laws and norms of the society created mutual relationship between the citizens and the rulers, expressing strong concern for community development and mandating sanitation, meet the government as regard to community development project and citizens well- being. Infact, traditional rulers played a significant role in the administrative process before, during, and after colonial governments. These rulers have contributed to the history of the nation. The role of traditional organizations was important and highly respected during these periods. During the colonial rule, traditional rulers were connected to discharge numerous activities, these include but are not limited to the administrative process of the colonial masters of indirect rule, promoting the colonial economy through taxes collection. In relation to political matters, the annexation of the northern and southern protectorates and the demand of the National British of West African State for democratic governance placed the traditional organization at the center stage of politics (Isaac, 2018). In a similar development a study by Nweke (2016), noted that, before the advent of the British government in Nigeria, traditional rulers of governance played very important roles in conflict management and firmness as they exercised robust political impacts in their various provinces.

Immediately after the unification of the two protectorates (Northern and Southern), the traditional rulers were no longer recognized in the society, this is because the Nigeria traditional rulers were seen as informal members. Emirs from the north and the Alaafin of Oyo supported by official members from Lagos, Calabar, Benin-Warri area. The official introduction of elective rules under the governor general Hugh Clifford in 1922 downgraded the status of the traditional rulers to local administration buttressed through numerous native authority rules declarations, while matters related to politics were left for the elite (Isaac, 2018). This has reduced the power of the traditional institution to native and local authorities at the grass root levels. Indeed, traditional rulers remain for a variety of reasons, important to the plan and realization of development projects within the area of control. Their expected core functions include recruitment of their communities for developmental purposes, articulation of citizens interest for regional and national policies, maintenance of peace and order in their domain, coordination of self-help project through aggregation of felt-needs of people in their communities, among others (Makinde & Olabode, 2019). These functions will enhance the provision of infrastructure for enhanced standard of living within the community and resolving identified

problems in the community and the nation at large.

Guma local government was created out of the then Makurdi local government of Benue state in May 1989. The local government derives its name from River Guma, which traverses the local government from the Northwest and flows into Northern bank of River Benue. It is situated on the North to eastern part of Benue State with a landmass of 240,000 sq. km. It shares common boundaries with Keana and Awe Local Government Area of Nasarawa State, in the North, Tarka and Logo local government areas in the East, Makurdi local government area in the South while Doma local government area of Nasarawa State lies in the West. Gbajimba town, headquarters of the local government area has a strategic location as it is situated at the confluence of two big rivers of the state. River Benue and Katsina-Ala (Terver, 2017).

The main occupation of the people of Guma local government is farming. The local government is endowed with large expanse of fertile land both in the hinterland and along the valleys of rivers within the local government. The Tiv people are by this natural endowment noted for the substantial cultivation of seasonal crops which include yams, cassava, maize, millet, groundnuts, soybeans, guinea corn, white and yellow Mellon (egusi). Special mention has to be made here that Guma local government produces more than three quarters of the total yellow (egusi) mellon produced in the country (Hembe 2014).

Conceptual Clarifications

Traditional Rulers: By traditional rulers, it means to the indigenous political arrangements whereby rulers with proven track records are appointed and installed in line with the provisions of their native laws and customs (Orji, & Olali, 2019). The essence of the ruler is to preserve the customs and traditions of the people and to manage conflicts arising among or between members of the community by the instrumentality of laws and customs of the people. Traditional rulers are the custodian of their people's norms, cultures and practices. In most African setting, just as it is obtainable in many parts of Nigeria, selection of persons into the offices of traditional rulers is hereditary or by selection or election by the instrument of relevant traditional methods. The mode of selection of the occupant of traditional rulers varies in Africa in general and in Nigeria in particular from ethnic groups to ethnic groups or communities to communities. Traditional rulers are symbols of indigenous peoples' rights, privileges, laws, customs and traditions which include but not limited to paramount rulers and their councils. The traditional rulers in the Nigerian context is inclusive of the chiefs-in-council, elders-in-council, title holders who may be appointed based on their contributions to the growth and development of their communities with or little no executive, legislative or judicial powers (Aidelokhai, 2018).

According to Orji, & Olali, (2019, p.112), traditional rulers refer to the native political provisions whereby rulers with confirmed track records are chosen and turban in line with the necessary requirements of their traditional customs and laws. The aims of the traditional rulers are to preserve the customs and traditions of the people in their localities and to make decisions on issues related to the political movement of the people in all the societies across the nation. However, traditional rulers played a significant role in managing conflicts rising between or among the public in their various communities using laws and customs of society. Moreover, a study by Nweke (2012), pointed out that traditional rulers are the custodian of their people's norms, cultures, and practices. In the most African setting, just as it is available in Nigeria, appointing of people into various traditional rulership is hereditary or by election or selection by the relevant traditional rulers or kingmakers. This is in line with the beliefs of dependency theory, which believes that traditional rulers are supposed to have the autonomous power in the society, not to be a man by the politicians, this would help them perform their power in sustaining democracy in their respective jurisdictions.

Community Development: Community development is a term that has been subjected by several authors to various perspectives, each of them presenting definitions to connote their specialization and practice. The assumption is that the definition of community development can easily be arrived at by understanding the concepts of community and development separately. Community development is a broad concept, hence the various views and definitions on the concept. "Development" is a progression that increases varieties. It means new choices, variation, thinking about ostensible issues differently and forestalling change (Ihejirika, 2018; Makinde & Olabode, 2019).

The notion of community refers to a group of people with common traits. Therefore, community development depends on communication between people and cooperative action, rather than individual exploits which some sociologists termed as "collective agency". Dokubo (2015) asserted that "community development is one of the main boards upon which national developmental policies and their implementation are hinged. The concept of community development is not completely new. What probably may appear new is the mode of application in modern times and its ancestry as a union of community, organization and economic development. However, Makinde and Olabode (2019) conceptualize community development as a continuous process of positive change in the quality and span of life of a person or group of people, accompanied by structural transformation and modernization of socio-economic environment

Ekong, (2014) cited in Anikeze (2017), sees community development as any action in a locality by any agency with the primary intention of bringing some benefits to such locality. This implies that community development is a movement designed to promote better living for the whole community with active participation and on the initiative of the community.

Traditional Rulers in Nigeria

The role and status of traditional rulers in post independent Nigeria varied though with different administrations, they could be said to have remained agents for the perpetuation of our neo-colonial status, thereby upsetting the ongoing process of development in the country. Nwankwo (2019) stated that chiefs are custodians of the land and they held the land in trust for the people. They served as a link between that rural people and the government. They assist the government in political education and socialization of the rural people. They acted as the custodians of the traditional religion, arts and culture of the people. They explained the customs and tried to preserve. In view of the political administration, traditional rulers have been given limited authority to settle minor disputes. In this regard also Axel (2018) asserts that traditional rulers try to make peace within the community and with neighboring communities. To Axel traditional rulers act as instrument of state control at the local level. Oloko (2019) maintained that the traditional rulers were responsible for nation building task such as the maintenance of the main road linking their areas, the supply of man-power for the kingdom's army, the up keep of the royal capital and collection of taxes and tributes due at various times. In the socio-cultural aspect he continued that in their role as the patrons of the creative and expressive arts of their people, traditional rulers took active steps to encourage the work of talented African carvers, sculptors, potters and so on.

The new role for traditional rulers in Nigeria is to allow for traditional bureaucracy, so that rulers can intercede for the common man and modern state making it possible for the institution to broker- a new development and projects due to their closeness to the people as most traditional rulers are now educated, enlightened and well-travelled. Traditional rulers in Nigeria remain for a variety of reasons, important to the design and implementation of development projects within his area of jurisdiction. Their core functions include mobilization of their communities for developmental purposes. This includes the provision of infrastructure for enhanced standard of living within the community. Sometimes, traditional rulers initiate development projects and secure the support of both internal and external development agents for the execution of these projects. Citizens with the notion of identity and moral

responsibilities to their people (Axel, 2018). This apparently, traditional rulership ties its pragmatic social responsibilities to the essentially means the inter connectivity's of people and the shared responsibility for each other in ways that would be of benefits to the overall development of the society. In today's role, traditional rulers played the role of upholding the values and administering the affairs of their domain. They were saddled with the responsibilities of working with municipalities to identify the needs of their communities and be involved in the shaping and participating in service delivery (Adesoji, 2020)

Traditional rulers work in conjunction with their subjects and therefore carry the whole community along to accomplish development projects that will be of benefit to the entire society. Traditional rulers today, the rulers promote peace, foster cohesion and traditional rulers provided rulership in ensuring that societies utilized available land to increase agricultural output and enhance food security so as to alleviate the challenges of poverty, criminality and underdevelopment in rural areas. Thus, traditional rulers are part of the society who have some functions to perform and contribute to the maintenance of the society (i.e. their communities) such function include the contribution of their quota in the maintenance of the internal peace and security in their domain which is the only way development can take place in the community. They help in revenue generation and community tax assessment, determination of religious matters and settlement of conflict arising there; they also contribute in community development efforts of their respective communities like building of health center, town halls, market shop, post office, electricity, construction of road networks, bridges and culverts.

Traditional Rulers and Community Development in Benue State

There is no gainsaying the fact that the traditional rulers occupy a strategic position in modern Benue State. This position was substantially recognized by different communities even before the period of colonization. It is this importance that influenced the colonialists to use it in order to achieve their selfish motives. One singular characteristic of the traditional authority is the capacity to change, as the situations and conditions change. Okpeh, (2020) in his study argued that, traditional rulers in Benue State are perceived as assisting the government in maintaining law and order in the communities as well as promoting peaceful co-existence of people of different religious, ethnic and social backgrounds. The way of life of ordinary Benue citizen is deeply rooted in their culture and traditional rulers are central to maintaining their cultural values and traditions. They found that, the traditional rulers are

more accessible to the ordinary people in times of need and problem than government officials and elected politicians. In addition, traditional rulers treat their people without discrimination. People generally trust and respect their traditional rulers (Okpeh, 2020).

Furthermore, the traditional rulers in Benue State mobilizes available community resources which involve getting the members of a community together to act with concerted effort to ensure self-reliance and programme sustainability (Adama, 2019). Ijah (2013) in Dokubo (2015) sees community resource mobilization as a means of wiping up sentiments for positive action to be taken to achieve felt needs. Dokubo (2015) described it as a process through which group of people assembles material and non-material resources and places them under collective control for singular purpose of pursuing and achieving group interest through collective action. Dokubo (2015, p.11), further observed that mobilization “involves creation of awareness and raising the consciousness to the masses to turn around their mental and psychological facilities for attitudinal changes towards improvement of their welfare”. Community mobilization empowers members by providing adequate information, relevant education, technical support and decision-possibility so as to enable them share in the opportunities and responsibilities for action in the interest of the community. When the people are filled with zeal and enthusiasm to sustain the tempo of community development, the result is that they are motivated to increase participation, making for effective time-bound of accelerated operations. The aim is to enlist high level of commitment and make the community feel and belief that a particular project belongs to the community.

Isaac (2018) noted that, the role of traditional rulers in community development most especially as it involves Benue State includes civil administration and providing socio-economic well-being for the community they rule. In addition, traditional rulers are valuable because they could influence subjects at the grass-roots positively to support any sitting government or vote one out. He noted that, traditional rulers are vital for the success of the local government administration. They are mostly highly influential and experienced citizens, are available to give wise counsel to local government chairmen and their counselors when they consult them. This helps local governments to make good decisions and increase their competence. In addition, the local government works with them to provide projects that are beneficial to generality of the people, such as health centers, maternities, boreholes, and repairs of local roads, and schools.

Theoretical framework

The study adopts the Structural-Functionalism theory as propounded by

Augustus Comte (1950), Herbert Spencer (1898), Emile Durkheim (1858) and Talcott Parson (1951), who later refined and reformed the theory. The theory which was dominant in sociology views the society as a set of interconnected parts which together form a whole. However, the theory witnessed a significant drop from the discipline of sociology, partly because of criticisms against it, was adopted in political and administrative studies.

The assumption of the theory likens society to a living organism with different part that functions independently and is inter-related to sustain the whole. Thus, the theory assumes these institutions work together for the survival of the society

The theory regards society as a system which is made up of subsystems. The various sub-systems of the society are seen to be interrelated and taken together to form a complete system. In understanding any part of the society, such as the family or religion, the parts must be seen in relations to the society as a whole.

Functionalists believe that all standardized cultural beliefs and practices as well as part of the system exist because of their beneficial function to the system as a whole. This implies that, the continued existence of an institution may be explained in terms of its effects. Thus, once an institution has originated, it continues to exist as if it has no balance beneficial effect on the system

Functionalists also assume that an entire way of life can lose its purpose of functions through the process of change when this happens, the various structures of the society can become poorly integrated and what were formally useful function can become dysfunctional.

Functionalists argue that stability in the society is explained as a body made up of different parts functioning together to maintain stability, conflict is therefore explained as part of dynamics of the complex network of relationships resulting from the interrelation and therefore necessary and expected, since institutions are affected by the wind of change, conflict are bound to occur and hence conflict cannot be eliminated in the society, approach of state intervention should be adopted.

For the purpose of this paper functionalist perspective is more suitable. This is because it throws more light in understanding the afunctions performed by traditional rulers. Not only performing their core functions of maintaining peace and order, settlement of dispute and resolving conflicts, but also developing and transforming their communities through the provision of boreholes, rural roads, formation of co-operative societies, setting up of markets, construction of culverts, construction of earth dams, mobilizing people for health programmes and resolving disputes within their domains.

Methodology

The paper adopts a survey design with the population drawn among the traditional rulers in Guma Local government area which include Second Class Chief (Ter Guma), Third Class Chief (Mue Ter), The District Heads (Utyombaivorov), Kindred Heads (Mbatarev), Tax Collectors (Ator-Akpande). It also included residents of Guma local government area in the six council wards selected for the study.

Table 1: Council Wards and their Projected Population

S/N	Council Ward	Projected population
1	MbayerYandev	25,616
2	Nzorov	20,106
3	Uvir	18, 612
4	Mbadwem	16,416
5	Saghev	13,308
6	Nyiev	12,311
	Total	106,369

Source: NBS, 2021

The study adopts Taro Yamane formula to determine the sample size for the study. Thus, the formula is stated below;

$$n = \frac{N}{1 + N(e)^2}$$

Where;

n = Sample size

N= the study population

1= Constant

e=level of significance = 0.05 or 5%

Therefore, using the study target population (106,369), the formula will be applied as;

$$n = \frac{106,369}{1 + 106,616 \times (0.05)^2}$$
$$n = \frac{637}{1 + 106,369 \times 0.0025}$$
$$n = \frac{106,369}{265.9225}$$
$$n = 400$$

Data Presentation, Interpretation and Analysis

This section of the paper discusses issues relating to traditional rulers and community development in Guma Local Government Area of Benue State. It is a presentation of the questionnaire results as collected from the respondents from the study area

Table 2: Socio-Demographic attributes of Respondents

Attributes	Frequency (N = 389)	Percentage (% = 100)
Gender	183	47.10
Male	206	52.90
Female	389	1000
Total		
Age (years)		
18-25	74	19.02
26-40	170	43.70
40 and above	145	37.27
Total	389	100
Marital status		
Single	175	44.98
Married	214	55.01
Total	389	100

Field work, 2024

Data presented in table 1 is the socio-demographic attributes of respondents. Results obtained revealed that majority of the respondents (52.90%) were females compared to males (47.10%). Majority of the respondents were within range of 26-40 years (43.70%), this was followed by those within 40 years and above (37.27%) and 18-25 years (19.02%). Most of the respondents (55.01%) were married compared to those who were single (44.98%).

Table 3: What are the roles of traditional rulers as it relates to community development in Guma LGA of Benue State.

S/N	The roles of traditional rulers as it relates to community development in Guma LGA of Benue State	True (%)	False (%)
1	Traditional rulers in Guma LGA help to bring development to the rural communities	327(84.06)	62(15.93)
2	Traditional rulers in Guma LGA do mobilize their communities for developmental purposes.	331(85.08)	58(14.91)

3	Traditional rulers in Guma LGA played the role of upholding the values and administering the affairs of their domain	262(67.35)	127(32.64)
4	Traditional rulers in Guma LGA, promote peace, foster cohesion and ensure that the communities utilized available land to increase agricultural output and enhance food security	104(26.73)	285(73.26)

Source: Field Survey, 2024

The roles of traditional rulers as it relates to community development in Guma LGA of Benue State is presented in table 2. Majority of the respondents (84.06%) opined that traditional rulers in Guma LGA help to bring development to the rural communities. (85.08) of the respondents stated that traditional rulers in Guma LGA do mobilize their communities for developmental purposes while (14.91%) opined those traditional rulers in Guma LGA played the role of upholding the values and administering the affairs of their domain. Most of the respondents (67.35%) opined those traditional rulers in Guma LGA, promote peace, foster cohesion and ensure that the communities utilized available land to increase agricultural output and enhance food security

Collaborating the responses above, a participant interviewed stated that traditional rulers in Guma LGA help in the encouragement and stimulation of development projects, assisting the local governments in the collection of taxes, rates, rates and communal levies. These roles have become very relevant “because they are close to the people; they offer advice to government on what the people want and what should be the modalities for ensuring peace

A traditional ruler from Guma Dennis Mberga Semberga interviewed on the 4th Of September, 2024, Stated that

Traditional rulers in Guma LGA are seen as agents of community development. Traditional rulers are essential part of traditional institution that has capability to mobilize local resources for community development that will lead to overall national development. They are effective in maintenance of law and order, mobilization of Community Based Organisation and identification of felt-need for community development programmes.

Table 4: The Impact of Traditional Rulers in the Development of their Respective Communities in Guma LGA

S/N	The Impact of Traditional Rulers in the Development of their Respective Communities in Guma LGA	True (%)	False (%)
1	Traditional rulers in Guma LGA are effective in executing community development projects	334(85.86)	55(14.13)
2	Traditional rulers in Guma contributes substantially to the development of their communities	362(93.05)	27(6.94)
3	Traditional rulers help in educational development and provision of amenities for the betterment of the rural areas	365(93.83)	24(6.16)
4	Traditional rulers helps in employment and appointment and empowering the rural people economically	364(93.57)	25(6.42)

Source: Field Survey, 2024

Presented in table 3 , i the Impact of traditional Rulers in the Development of their respective communities in Guma LGA. Majority of the respondents 85.86% itemized that Traditional rulers in Guma LGA are effective in executing community development projects. 93.05% of the respondents stated that Traditional rulers in Guma contributes substantially to the development of their communities. Majority of the respondents (93.83%) opined that Traditional rulers help in educational development and provision of amenities for the betterment of the rural areas while (6.42%) stated that traditional rulers help in employment and appointment and empowering the rural people economically

Collaborating the responses above, a participant stated that traditional rulers in Guma LGA over the years has influence the establishment and renovation of schools at different levels within the local Government area. He stated that

The establishment of LGEA primary school Ortaver in Mbayer Yandev along Lafia -Makurdi road during the Governor Gabreil Suswam administration was a result of the appeals from the traditional rulership of that council; wards through Guma Local Government Council Chairman and House of Assembly member representing that Area, that gave birth to the establishment of the school (KII excerpt with the kindred head ChiefAbur Ashile,2024

In the area of Employment and Appointment, participant stated that employment of sons and daughters of the LGA in the State and Federal parastatals are influenced by traditional rulership within the local government area. The appointment of supervisory councilor, Treasurers, secretaries, Internal Auditors in the Local Government in the LGA were spearheaded by traditional rulers. They went further to state that even the recommendations of commissioners at the state level from the Local Government and statutory board members in the state were spearheaded by Traditional rulers among others.

Table 5 Factors hindering traditional rulers from carrying out rural development programme(s) in Guma LGA

S/N	Factors hindering traditional rulers from carrying out rural development programme(s) in Guma LGA	True (%)	False (%)
1	lack of funds is a major challenge faced by traditional rulers in the course of achieving a successful rural development project	381(97.94)	8(2.05)
2	There is conflict of interest between local government authorities and traditional rulers and a need to clarify who should do what in local community matters	337(86.63)	52(13.36)
3	Poor road networks, illiteracy and financial constraint to community development	377(96.91)	12(3.08)

Source: Field Survey, 2024

Data presented in table 4 above are the factors hindering traditional rulers from carrying out rural development programme(s) in Guma LGA. Higher percentage (97.94%) was recorded for those who opined that lack of funds is a major challenge faced by traditional rulers in the course of achieving a successful rural development project while (86.63%) was recorded for those who stated that There is conflict of interest between local government authorities and traditional rulers and a need to clarify who should do what in local community matters while (96.91%) of the respondents itemized that poor road networks, illiteracy and financial constraint to community development

A participant stated that in some council wards in Guma LGA there is poor road networks coupled with high illiteracy rate financial constraint which have culminated into affecting community development in Guma local government area of Benue State. This scenario presented lack of access to long distance communities with non-passable roads, lack of understanding of project initiated due to illiteracy as a result of

low participation of community members in most project initiated by traditional rulers.

Also, an interview with traditional rulers in Guma they stated that lack of fund and funding support are a major challenge to achieve the desired goals. Funds play an important role to implement their projects, programmes or activities, which are development-oriented to their communities. Most traditional rulers are finding it difficult to bring about community development project due to lack of funds

Findings

Findings showed that traditional rulers remain for a variety of reasons, important to the plan and realization of development projects within the area of control. Their expected core functions include recruitment of their communities for developmental purposes, articulation of citizens interest for regional and national policies, maintenance of peace and order in their domain, coordination of self-help project through aggregation of felt-needs of people in their communities, among others. These functions enhance the provision of infrastructure for enhanced standard of living within the community and resolving identified problems in the community and the nations at large.

The findings further show that most of the people in Guma local government are aware of the role of traditional rulers in community development, ranging from dispute resolution, infrastructural facilities such as local road grading, earth dam construction, and construction of culverts, market construction, among others. The findings on the nature of community development benefited through traditional rulers in Guma local government reveals that market have been established for them, this indicates that the people can now carry out their socio-economic activities therefore creating wealth and employment for themselves. The paper discovered that traditional rulers initiate projects for community development, traditional rulers enhance conflict resolution for community development in the local government and traditional rulers are involves in felt-need identification for community development programmes

The paper further revealed that community development in Guma is failing due to improper implementation of public policies due to lack of funds This has been the major challenge affecting traditional rulers in Guma. There is also a challenge of conflict of interest between local government authorities and traditional rulers and a need to clarify who should do what in local community matters. The study further discovered that poor road networks, illiteracy and financial constraint were obstacles to community development in Guma local government area of Benue State. This scenario presented lack of access to long distance

communities with non-passable roads, lack of understanding of project initiated due to illiteracy as a result of low participation of community members in most project initiated by traditional rulers.

Conclusion and Recommendations

Based on the findings of the paper, it can be deduced that traditional rulers should be seen as an agent of community development. Traditional rulers are essential part of traditional institution that has capability to mobilize local resources for community development that will lead to overall national development. They are effective in maintenance of law and order, mobilization of Community Based Organisation and identification of felt-need for community development programmes. Thus, traditional rulers in Nigeria have not been given significant roles in democratic governance. However, their recent impact on community development has contributed significantly to the country's social, economic, and political progress. It is worthy of note that contributions of traditional rulers in community development in Nigeria were not made meaningful due largely to limitations in the Nigerian Constitution. The paper concluded that traditional administrative systems and structures had influenced community development in the Guma Local Government Area immensely but are limited in function and operation mainly by the absence of meaningful roles in the Nigerian Constitution coupled with poor road networks, illiteracy and financial constraint which stands as obstacles to community development in Guma local government area of Benue State. The following recommendations are hereby offered for better performance of traditional rulers in rural development:

Political inclusion of the traditional administration will aid in the non-negligence of the institution and also draw the state government closer to the residents of these rural communities. In addition, adequate funding of the traditional administration will make the institution perform their primary functions and community obligations thereby making the institution to be relevant, respectful and workable.

Wealthy individuals in the community can support the traditional rulers embark on gigantic projects like construction of basic amenities e.g. good health centers, electricity, good roads. They should serve as the center of mobilization of the citizens for any collective responsibility and socio-economic development of the rural are; adequate consultation and considered for the formulation and execution of any public policy that will affect the grassroots people.

Local government in Nigeria should provide enabling environment to communities to initiate, plan and execute projects that will be beneficial to them. The entire population of community should be sensitized to respond to self-help development project of the community.

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Promoting and Sustaining Good Governance at the Local Government Level in Benue State of Nigeria

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Abstract

This paper has focused on the areas of seemingly insurmountable problems facing good governance at the Local government level and the way out. These include financing, Staffing, central Local government relations, Politics and Political Leadership. The main concern of the paper is about the democratization of governance in Nigeria, at large and Local government in particular. This explains the quest for greater autonomy in the workings of the Local government system. This involves, especially changing the provisions in the 1999 Constitution of Nigeria that pertain to Local Governments, in order to make them a third tier of government. However, this paper has also emphasized the need to exercise some level of control and accountability over the workings of the Local Government System. For Local Governments are not Sovereign entities from states and the Federal Government. Given the wide spread corruption and mismanagement at the local government level, it behoves on the state governments to strengthen the office of the Auditor-General of Local Government and the Local Government Service Commission which should be a part of the 1999 Constitution. This paper emphasizes that the balancing of autonomy of local governments with control by the state governments is the solution of the challenges of promoting and sustaining good governance at the local government level in Nigeria.

Introduction

Good governance, principally has to do with a governance that meets the basic material and social needs as well as the aspirations of the generality of the people, within a given state. It is not just about ideas and philosophies in people's heads. Good governance has to do with producing the goods and services that bring quality to the lives of the majority of the people. This entails ensuring growth in the productive forces, especially science technology and Industrialization, so as to produce what people need and equity in the distribution of the basic needs of food, shelter, clothing, potable water, education, good health and law

and order. Given the immense endowment of natural resources and labour power in Nigeria, the country should have been in a position to produce the goodies that uplift the material and social lives of the people

Since good governance has to do with the generality of the people in a state, there are certain features of the state and its governance that guide an understanding of what it is. They Include freedom of choice, respect for rule of law, equality before the law, promotion and defence of human rights, accountability of the leadership to the followership, and periodic, free and fair elections. Since independence in 1960, in varying degrees, the Nigerian democratic experience has been closely linked with the background of the general endemic poverty and deprivations that have been the lot of most Nigerians that have to be done away with. This paper is not going to delve much on the background history of the political economy that has promoted bad governance. Our main concern is going to be on how to promote and sustain good governance through the instrumentality of local government.

The Role of Local Government in Good Governance

In Nigeria at large and Benue State in particular, most people live and work in the rural areas. It follows therefore that local government as the closest level of government to the people is expected to be more effective and efficient than the states and the federal government in catering for the basic needs of the generality of the people. It is clearly understood that there are obviously difficulties of undertaking a wide variety of government functions from the headquarters of states and the federal government. Given the high level of illiteracy, poor communications and transport and a high attachment to different communities, local governments are expected to decongest government in the headquarters. This is expected to not only bring, the government closer to the people, but also ensure greater efficiency and effectiveness in administration and service delivery (Sorkaa, 2014).

A key role of local government in the promotion and sustenance of good governance has to do with its being an instrument for development. Emphasis is laid on local government as a tool for national development because of the assumption that small units of government promote grassroots participation of the people in development activities that are their priority. It is expected that within the people's small communities, they have the initiative, and the enthusiasm to adopt and enrich national policies. Understandably, this is bound to make the development plans of the federal government and states more realistic to the local needs of the people.

Today, a major challenge facing good governance has to do with the issue of securing lives and property in Nigeria and many believe that local governments could be a key instrument in assisting the federal and state governments to maintain law and order in the society. One tends to accept the position of Enyi, (2014) that local governments are better placed than states and the federal government in the promotion of law and order. This is said to be so because the local people are assumed to have more knowledge of their communities and with the involvement of traditional rulers, much can be achieved in ensuring law and order. This was the main approach by the British colonial government in Nigeria, under the Native Authority system. In fact, there are so many ways by which local governments could contribute to good governance like providing for political education as well as enhancing democracy at the grassroots level of the society. It makes people in the rural areas aware about happenings in government and they are in a better position to supporting government policies and programmes. Equally important is to realize that local government is a training ground for higher public offices. In Nigeria, there are notable examples of prominent political leaders who had experience at the local government level as a way to political leadership at higher levels. The Sardauna of Sokoto, Ahmadu Bello, Tafawa Balewa, Aper Aku and Shehu Shagari among many others were former local government top functionaries.

Clearly, therefore, local government can be promoted and sustained to be a key tool of good governance for overall national development in the following ways:

...It is principally expected to be an instrument for reducing the delays that are typical of the centralization of power; an instrument for realization of grassroots participation in politics, national unity, the development of leadership at the local level; a communication channel between the government and the people; and above all, a mechanism of socio-economic and political change at the local levels of Nigeria (Sorkaa, 2023).

The promotion and sustenance of good governance through the instrumentality of local government is surely bound to usher in national development in Nigeria at large, and Benue State, in particular for the good of all and sundry.

Promoting and Sustaining Good Governance at the Local Government Level

We have already looked at the importance of promoting and sustaining good governance at the local government level. What we intend to do

next is to briefly take a look at the history of the workings of the local government system in Nigeria, regarding the promotion and sustenance of good governance. We intend to show how the general perspective points more towards a situation of bad governance within the workings of the local government system in Nigeria and how we can therefore promote and sustain good governance so as to remedy the failures of the past, in varying degrees. The following areas are going to guide the analysis and they include, the 1999 Nigerian Constitution and The Benue State Local Government Law 2007, The Financing of Local Governments, The Staffing of Local Governments, Central Local Government Relations and Political Leadership and Politics in the Local Government.

The 1999 Constitution and the Benue State Local Government Law 2007

To Alabi, (2018), the Nigerian 1999 Constitution appears to make provision for autonomy and fiscal relations in Section 7 and 8 of the Constitution but also introduced overlapping incongruence, especially in Section 7 (6b) and Section 8 (5 and 6). The above raises fundamental questions on the actual locus of power on local government creation. Ijohor (2012) is of the same opinion that the 1999 constitution of Nigeria has not made elaborate constitutional provision on local government administration. The 1999 Nigerian Constitution provides comprehensive legislative lists for both the federal and state legislative houses but not for local government legislatures. This is bound to affect good governance.

To carry out its statutory roles, the 1999 Constitution provides local governments with the responsibilities in Section 7, 8, 162 (SS4-8), the Fourth Schedule of the Constitution as amended and in the Benue State Local Government Law 2007 and Guidelines. Unfortunately, some of the provisions of the foregoing are subject to manipulations that have led to treating local governments as an appendage of the state, rather than a third tier of government within a federal structure in Nigeria. This is why Alabi (2018:40) says that:

The 1999 Constitution of the Federal Republic of Nigeria created fundamental contradictions, confusion and ambiguity that have been so exploited to decimate the local Government and subsequently made them appendages to the apron of the state government, so much so that in some states they are mere extensions of the state Ministry of Local Governments.

Infact, a clear case of the creation of the contradictory environment by the provisions of the 1999 Constitution of Nigeria on the local government system that has warranted greater control of its activities by the state can

be deduced from Section 7(1) of the Constitution which says that:

The system of local government by democratically elected local government council is under this constitution guaranteed; and accordingly, the government of every state shall subject to section 8 of this constitution, ensure their existence (BSLG Law, 2007) under a law which provides for the establishment, structure, composition, finance and functions of such councils.

But the same constitution in Section 7(6) submits that "the National Assembly shall make provisions for statutory allocation of public revenue to local government councils in the federation". The confusion and contradictions of the 1999 constitution of Nigeria are further heightened by the provisions of the same constitution which says in the provisions of Section 7(6) (b) that "the House of Assembly of a State shall make provisions for statutory allocation of public revenue to local government councils within the state". This clearly shows that Section 8 (subsection 5 and 6) have provided the State Assemblies with functions to exercise excessive control over local governments in Nigeria, including state laws and guidelines that undermine them as a third tier of government. Infact, the erosion of the powers and functions of local government that have undermined good governance in Nigeria are further reinforced in Section 162(6) of the constitution which establishes the State Local Government Joint Account for the purpose of payment of all allocations to the local government councils of the state from the Federation Account and from the State government. The aim of this provision is to prevent the problems of reckless spending within local governments so as to have transparency and accountability in the management of the finances of local governments. However, to Roberts, (2018:21) "the joint account framework has been particularly vulnerable to abuse, with allegations that it is subject to routine manipulation by state governors at the expense of local development".

It shows that the 1999 Constitution of Nigeria, together with the state laws and guidelines have led to excessive control over local governments in Nigeria. This has consequently compounded the administrative, Political and financial capacity of local governments to provide good governance. Furthermore, the 1999 Constitution by directing state governments to make laws on local governments puts them under the control of state governments. Today, in Benue State, you have the Benue State Local Government Law of 2007 for the control and supervision of Local Governments. A close look at the Local Government Law of 2007 could be used to manipulate the local governments and reduce them as appendages of the state government.

Section 62 of the Local Government Law 2007 provides that:

The Governor, with the approval of the House of Assembly may suspend a chairman of a Local Government on the occurrence of the following:

- (a) Failure to hold cash flow meetings at the council secretariat and the exclusion of council members from such a meeting.
- (b) Failure to obtain permission before travelling outside the state.
- (c) Failure to recourse to the budget before embarking on expenditure.
- (d) Absence from duty for over seven days consecutively without permission;
- (e) Failure to execute development projects where it is established that the local government is sound enough financially to do so.
- (f) Borrowing without the approval of the Governor. Ijohor (2012:163).

Furthermore, the Governor is given power under Section 86(1) of the law to issue written instructions, usually called financial memoranda (FM) "to ensure better control and management of the financial business of local governments in the state and for the regulation of the procedure of finances, tenders and General Purpose Committees". The Local Government Law 2007 of Benue State therefore shows a clear legal basis that could be used for excessive control over local governments in Benue State.

Financing Local Governments in Benue State

The success or failure and the effectiveness of local government in the final analysis rests largely on the financial resources available to them and especially, the way these are utilized and managed. The need therefore arises for local governments to have adequate finances to have the capacity to bring about good governance. What really matters is that the local governments should not only have the financial resources to deliver good governance, but that a substantial part of these funds are derived from internal revenue generation. This is expected to promote more autonomy for the local governments from the states and the Federal Government. This is why Enyi, (2014:197) says that "The growing dependence of local governments on funds from the federation account (to the tune of 80% to 90%) has serious implications for local governments".

What has been common to most local governments in Nigeria is that of their being starved of funds that could be used for good governance deriving mainly from their excessive control by the state governments.

This is why Alabi, (2018) says that the state joint local government account has become one of the greatest tragedies that have befallen local governments in Nigeria. This is said to be because of the abuse and non-compliance with the relevant constitutional provisions that guide the operations of the state joint local government account. Especially irksome are the illegal and sundry deductions from local government funds.

Also, generally, there has been a non-compliance by state governments with the revenue allocation formula which stipulates that states should contribute 10% of their internally generated revenue to the joint account. Indeed, sometimes local governments may even be compelled to shoulder responsibilities of expenditure that normally should be the purview of Federal Government agencies, like the Police, Customs and Excise, Immigration and Electoral Commissions.

However, regarding the financing of local governments in Nigeria, I tend to emphasize and stress the fact that the main challenge and impediments to good governance deriving from that element has largely to do with inefficient financial management that lacks accountability. There is definitely the need for a more effective and efficient financial management system with emphasis on control and accountability within the workings of the local government system in Nigeria, so as to attain good governance. The popular demands for greater autonomy regarding financing local governments seems to be mainly a derivative from the assumed excessive control over local governments. But Edoh, (2018:103) says that "the apparent dishonesty and mismanagement of such funds paid to them directly in the past by some local governments, caution should be exercised". This means that the direct remittance of funds to local governments from the federation account has to be predicted on strict anti-corruption strategies and policies.

Staffing Local Government

The ability to have a local government system that promotes and sustains good governance has much to do with the availability of the staff with the requisite qualifications, experience, status and a high sense of integrity, dedication and commitment to duty is basic for an effective and efficient system, in that regard. Unfortunately, Enyi, (2014) emphasizes the general lack of experienced staff in the local governments in Nigeria with the required qualifications and experience to promote and sustain good governance. What is emphasized is the inability to recruit and retain staff who are sufficiently professionally qualified to man the different departments of a local government. There was the establishment of three

centres of learning for the training of intermediate and high level manpower for local governments in Nigeria at ABU, Zaria, University of Nigeria, Nsukka, and Obafemi Awolowo University, Ile-Ife. Enyi (2014) also believes that most of the local governments in Benue State are overstaffed with both junior and senior staff, most of who have no schedule of work. Most of the staff are said to be seen in the local government only on pay days. It shows that the bulk of the budgets of the local governments is mainly devoted to salary payments and overhead costs, particularly huge expenses of chairmen of councils and other political office holders. It clearly shows that the situation of staffing of the local governments in Benue State, in particular cannot promote good governance.

According to Orewa, (1991) it was the hitherto existing politicization, particularly and the general insecurity facing the staff of the local governments and the need to have a productive and contented service in the local governments that led to the establishment of the Local Government Service Commission. So a unified local government service had to be introduced with the onset of the local government reforms of 1976, in order to reduce the hitherto challenges facing staffing of local governments in Nigeria. Enyi, (2014) however makes a seemingly plausible point that top functionaries of local government, especially the elected chairmen need to have a say in the recruitment of their staff so as to facilitate effective implementation of their policies and programmes since they are representatives of the people. The quest by the top management of local government to be in-charge of the employment and discipline of their staff as is the case of the state and federal levels led to the Federal Government of President Babangida in 1990 allowing the chairmen of local government to appoint secretaries of their local governments as the heads of the administration. More significantly, when the presidential system of government was extended to the local government administration, the Local Government Service Commission was abolished. Unfortunately, the problems facing the staffing of local governments reminiscent of the First Republic resurfaced and Local Government Service Commission had to be resuscitated barely a year after its abolition (Gboyega, 2003).

Central/Local Government Relations

Promoting and sustaining good governance through the instrumentality of local governments has much to do with the nature and character of the relationship of control and autonomy that exists between local governments and the central government in the guise of states and the federal government of Nigeria. Local governments are not autonomous

sovereign political entities from the states and the federal government. Since local governments are creations of the state or the central government and therefore, have to be controlled in order to achieve minimum standards of good governance that are necessary and desirable in order to accord with the national standard. Also, certain responsibilities and functions cannot be carried out successfully by local governments without the support of the central government. In many countries, the central governments usually have the powers to review or even annul the decisions of local governments concerning certain issues. It means therefore that there must be some level of control over the activities of local governments by the central government in order to ensure accountability and transparency in the management of public affairs in fostering good governance.

Unfortunately, there seems to be a general agreement among scholars that there has been too much control in all the key areas regarding the relationship between local governments and the central government, especially the state governments. The too much control over local governments by especially state government is said to have had dire consequences on the viability of the local governments in providing good governance. However, given the inevitability of the control over the workings of the local governments by the central government, there must be away of this write up recommending how to balance control of local governments and the realization of the semi autonomy needed to provide good governance.

Politics, Political Leadership and the Local Governments

Clearly, it seems as if the challenge of leadership has been for long, the bane of the Nigeria local government system. One tends to accept the notion that the nature and character of the Nigerian state and society has much influence on the evolution of a poor and corrupt leadership that usually lacks vision and mission. The dominance of bad governance in the present workings of the local governments in Benue State and Nigeria at large, is mainly a derivative from the nature and character of the economy and the state in Africa, in general. To Ake, (1996:157)

The political class in Africa typically lacks coherence. More often than not, it is riddled with factionalism and strong centrifugal tendencies associated with the inculcation of parochial loyalties that are exploited for economic and political power. The public sphere is a battlefield where parochial groups and interest groups struggle for power relentlessly, and sometimes violently. In this context, the state chronically unstable, usually privatized, corrupt and inefficient, and largely incapable of carrying out a development project.

It is therefore clear that the greatest challenge facing local governments in general, is that of poor leadership. The poverty of the leadership seems to have completely alienated the local government system from the people it is expected to serve.

How to Promote and Sustain Good Governance at the Local Government Level

I have in this paper earlier on emphasized the fact that we are more concerned with how to promote and sustain good governance at the local government level more than the political economy of the history that has ushered in the dominance of bad governance, especially at the local government level. In July 2024, a major breakthrough that promises to be the beginning of the promotion and sustenance of good governance was provided by the decision of the Supreme Court of Nigeria that funds from the federation account should be directly remitted to the local governments instead of the usual joint account. Since July 2024, this decision of the Supreme Court is yet to be implemented because there are far reaching changes that have to be done in the 1999 constitution to accommodate the decision of the Supreme Court.

This means that the status of local governments under the 1999 Constitution of Nigeria has to be changed in order to provide for local governments as a third tier of government. This is because the authority of councils in Nigeria today is not derived from the constitution. It means that the functions of local governments must be incorporated in the 1999 Constitution like those of the other tiers of government. Simply put, the functions of local governments must be such that give them specific legislative competence in order to promote good governance. Such functions and responsibilities allocated to local governments have to accord with their taxing power and the ability to generate funds internally. It means also that profitable items of local government internal revenue generation such as markets, building plan approvals, tenement or property rating and collecting of forest royalties should be given back to local governments.

To give more autonomy to local governments in order to promote and sustain good governance, Nwabuoku (2019) says that there is the need for constitutional amendment particularly Sections 7, 8, 162(3) (5) (6) (7) and 8. Alabi, (2018: 42-43) suggests an elaborate constitutional amendments to the 1999 Constitution of Nigeria so as to realize more autonomy and accountability in local governments. All the contradictory provisions of the 1999 constitution (as amended) that allow for confusion and manipulation have to be removed. For instance, in Section 7(1), all

the phrasing that appears after the words "and accordingly" should be deleted. Instead, the following should be inserted "there shall be for the local government council a chairman". Also, the Constitution should be reviewed to have a provision that takes care of the areas of structure, functions, composition, establishment, funding, status and other matters that affect local governments, rather than delegating it to the state government or House of Assembly. There should be also a new provision for local government councils to read thus: Section 5(4), the executive powers of local government councils shall be rested in the chairman, 5(5). The executive powers vested in the chairman shall not be exercised so as to impede or prejudice the exercise of the Executive Powers of the Federation or of the State in which the Local Government Area concerned is situated or to engender any asset or investment of the Government of the Federation or the State or of the Local Government Area.

To Alabi, (2018:45) the foregoing constitutional changes recommended are geared towards ensuring greater autonomy for the local governments in Nigeria, deriving from the overbearing interference with local government administrations. Unfortunately, I believe that central to understanding the bad governance in the local government system has much to do with the pervasive problems of the low level of probity and poor financial management ability by the leadership. Most of them seem to be corrupt, incompetent and inexperienced in the governance at the local level of the society. In fact, they are a reflection, of the nature and character of the political leadership at the national level. Enyi, (2014), Odo, (1988) and Edoh, (2018) all emphasize the issue of lack of accountability and transparency in the management of local governments by the political and administrative leadership. Hence, there is the need to exercise some measure of control in order to ensure a judicious use of public resources for good governance. This explains why emphasis is laid on balancing control over local governments with some level of autonomy in order to achieve the goals of local government that promote and sustain good governance.

In terms of powers and control over public funds, the office of the Auditor-General of Local Government is the main agency available to the state government to supervise and control the management of the finances of local governments. There is the need to strengthen this body to effectively carry out periodic audit of accounts of local governments. At the end of each financial year, all the treasurers of each local government are required by law to sign and present to the Auditor-General accounts showing fully the financial position of the local governments on the last day of the financial year. The Auditor-General is

expected to send to the Benue State House of Assembly copies of the accounts signed and presented by the treasurers, together with their certificates of audit. This includes also a report of the auditor-general on the examination and audit of all accounts relating to the public money, stamps, securities, stores and other properties of the local government.

We have seen that curtailing, corrupt practices in local governments has much to do with ensuring that all financial transactions of the local government must be audited and published. Additionally, civil society organizations should also be encouraged to monitor the performance of local government officials and report any found wanting to anti-corruption agents. The anti-corruption agents like the Independent Corrupt Practices Commission (ICPC) and The Economic and Financial Crimes Commission (EFCC) need to step up efforts at tackling the challenges of corruption in the local governments of Nigeria, especially as now that there is more autonomy given to local governments regarding powers and control over public funds. In terms of powers and control over public funds, Section 120-124 (3) of the 1999 constitution has to be adopted and adapted to Local Government Chairman, Vice-Chairman Auditor-General for local government and the chairman and members of Local Government Service Commission. For local government, the sections are to be placed after that of the state, hence the numbering to look like this: Section 125-129, 124(4) now reads 129(4) to cover the role of the Auditor-General for Local Government, who shall be appointed in accordance with Section 130(3). The Auditor-General for Local Government shall audit the public accounts of all local governments in the state.

Equally important especially as given the greater autonomy granted the local government system and in the furtherance of good governance, the need arises for the establishment of a Joint Planning Board, through a law enacted by the Benue State House of Assembly to require each local government in the state to participate in the economic planning and development of the local government areas. Also, equally important to note is the importance of primary education as the foundation on which all the higher levels of education stand. It means that it has to be given the priority in planning and implementation it deserves. This explains why in terms of funding primary education, the level of participation of local governments should be by an act of the National Assembly. The payment of primary school teachers should be the sole responsibility of the Federal and State Government. This is because primary education is a subsidiary function as per the provision of the 4th schedule of the 1999 Constitution.

Regarding personnel matters in the workings of local governments, the Local Government Service Commission has responsibility for administering personnel matters for staff on GL. 07 and above and staff of GL 01-06 are delegated to local government councils regarding powers of appointment, promotion, discipline, posting and termination of appointment. To have good governance in the workings of the local government system, principally it behoves on the leadership of the Local Government Service Commission to be dedicated to the overall success of the local governments in the state. This means that they must be fair and just in handling different cases of staff with similar circumstances, the same way, there should also be justice and fairness in the application of staff regulations, schemes and conditions of service to all staff irrespective of their varying family or social backgrounds. Above all, the condition of service of the local government staff should be such that would attract and retain staff with the requisite qualifications and experience to promote and sustain good governance.

Concerning the qualifications of the staff of the local government, I believe that it has more to do with imbibing the ethics and the values that are in consonance with the needs and aspirations of the generality of the people, who mostly, live in the rural communities. Most of the development activities that are taking place at the grassroots of our societies are outside the purview of the government and are dependent on the efforts of the people themselves, deriving from their felt needs. Equally important is that the Local Government Service Commission is saddled with the responsibility of training staff of the local government. Such training must also include imparting certain values to the staff of local government that promote rapport between them and the people. This is expected to promote community driven development (CDD). This has been asserted also by Tsumba (2015) and Muyiwa, (2018) where the people themselves, through their institutions and the support of the state and the local governments, assume responsibility for their development, rather than just being simply recipients of centrally led programmes and projects. Overall, the success of the Local Government Service Commission could be better assured when they are able to regularly carry the chairmen of local governments along before major decisions of staff affecting their local governments are taken. This would definitely promote a smooth working relationship between the local Government Service Commission and the Chairmen of Local Government, for the good of all and sundry.

In the final analysis, it seems as if the main way out of the challenge of promoting and sustaining good governance at the local government

level lies in the more democratization of the Nigerian political system at large. We have to rely on Ake (1996) regarding the kind of democracy that is bound to promote development in Nigeria and Benue State Local Governments. This is a democracy that is based on strong political institutions of the legislature, judiciary and executive arms of government, as well as other development institutions for the aggregation and articulation of interests.

To Ake (1996:132), such a democracy has to reckon with:

“Social and economic realities of Africa, such as Africa's Social pluralism, its poverty, its relatively low level of literacy and the emphasis in rural communities on solidarity and cooperation”. This democratization also involves recognizing nationalities, ethnic groups and communities as social formations that are allowed to express freedom and self-realization in cultural, political and economic participation. It has to be a democratization that is all inclusive as possible. This is a democracy that has special representation of mass organizations, especially the youth, labour movements and women groups. Despite the seemingly insurmountable problems facing democratization, Ake (1996), says that given the achievements of democratization witnessed from 1990 in Africa, it seems the political framework that could enable the project to take off is in progress. This is because, a people have the kind of governance they deserve, based on the choices they make.

We must commend President Tinubu for taking the major decision of going to the Supreme Court of Nigeria in the quest for autonomy of local governments. But we can only promote and sustain good governance by greater democratization that has to do with changing all the provisions in the Constitution of 1999 that contradict the autonomy of local governments. Equally important for greater democratization has to do with expunging completely from the 1999 Constitution the State Independent Electoral Commission. This is because they have become instruments of anti-democratic practices by the state governments.

Good governance has to do with a governance that has to do with the people. The challenge of promoting and sustaining good governance at the local government level is quite enormous. The dominant features of bad governance that have much to do with the nature and character of the Nigerian state are glaring. But this paper has focused on the areas that we have to focus on so as to overcome the seemingly insurmountable problems facing good governance at the local government level. These include changing the provisions in the 1999 Constitution that pertain to local governments to make them a third tier of government. This paper has emphasized the need to exercise some level of control over the

workings of the local government system. Local governments are not sovereign entities from the states and the Federal Government. Given the wide spread corruption and mismanagement at the local government level, it behoves on the state governments to strengthen the office of the Auditor-General of Local Governments and the Local Government Service Commission which should be a part of the 1999 Constitution, so as to ensure good governance. However, the main concern has to do with the democratization of governance in Nigeria at large and local governments in particular. This explains the greater quest for the greater autonomy in the workings of the local government system. The main way out is the ability of the political system to balance control and autonomy in the workings of the local government system. We have no other choice but to promote and sustain good governance at the local government level for the good of all and sundry, to the glory of God.

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The Impact of Culture on Sino-Nigeria Diplomatic Relations

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Abstract

The interplay of culture significantly influences diplomatic relations between China and Nigeria, two nations characterized by rich historical legacies and diverse cultural system. This paper examined the impact of cultural exchange on Sino-Nigerian diplomatic relations, focusing on key aspects such as the establishment of Confucius Institutes, the role of cultural festivals, and the representation of each nation in the media. The study employed Soft Power Theory as its framework of analysis while data was generated through interview instrument. Findings demonstrated that several cultural instruments such as Confucius Institute, cultural festivals, and joint initiatives have profound impact on Sino-Nigeria diplomatic relations. Confucius Institutes serve as instrumental platforms for fostering mutual understanding through language acquisition and cultural education, contributing to enhanced people-to-people connections. Cultural festivals and joint initiatives further empower both nations by celebrating their rich heritages, creating avenues for dialogue and cooperation. Ultimately, the findings highlight that culture not only enriches diplomatic discourse but also serves as a catalyst for economic collaboration and social connectivity between China and Nigeria. Additionally, media representation plays a crucial role in shaping public perceptions, influencing how policies and initiatives are viewed by each country's populace. Through an analysis of these cultural dynamics, the study underscores the importance of incorporating cultural considerations into diplomatic strategies, suggesting that a deeper cultural engagement can lead to more robust and harmonious bilateral relations.

Keywords: Art, communication, culture, diplomacy, language and Sino-Nigeria

Introduction

The relationship between China and Nigeria has evolved significantly over the past few decades, transforming from mere diplomatic recognition to a robust partnership characterized by economic

collaboration, investment, and cultural exchange. Historically, Nigeria and China established diplomatic ties in 1971, and since then, the bilateral relationship has grown remarkably in scope and depth. With China emerging as a global economic power house and Nigeria as Africa's largest economy, their partnership offers mutual benefits in an increasingly interconnected global environment (Adeleke, 2019). However, at the core of this evolving relationship lies a critical, often overlooked component, culture.

Nigeria boasts of a rich ethnic diversity and cultural heritage, with over 250 distinct ethnic groups and roughly 500 languages spoken across the nation (National Population Commission, 2021). This ethnic plurality results in a myriad of cultural practices, social norms, and belief systems that significantly influence both domestic and international relations. For example, the importance of communalism, respect for elders, and indirect communication styles permeates the Nigerian social fabric and inevitably shapes diplomatic interactions. On the other hand, China, with its millennia-old civilization, comprises diverse cultures, philosophies, and traditions that inform its diplomatic practices. The principles of Confucianism, such as harmony, hierarchy, and *guanxi* (relationships), play a critical role in shaping China's approach to diplomacy (Zhao, 2017).

China and Nigeria are fostering deeper ties, requiring a deep understanding of their cultural dynamics. Cultural exchanges, such as educational collaborations, art exhibitions, and tourism, foster mutual understanding and cooperation. Initiatives like the Confucius Institutes in Nigeria promote Chinese language and culture, while Nigerian cultural expressions in Chinese spaces generate interest and dialogue. Recognizing and appreciating these cultural influences is crucial for navigating the complexities of Sino-Nigeria relations in a globalized world. Integrating cultural understanding into diplomatic practices will foster a sustainable partnership that respects and embraces cultural differences. Hence this paper examines the impact of culture on Sino-Nigeria diplomatic relations.

Conceptual Framework

Culture:

The concept of culture plays a foundational role in shaping diplomatic relations, serving as both a context for interactions and a tool for fostering understanding among nations. Scholars have increasingly acknowledged that culture, encompassing language, norms, values, customs, and art, underpins diplomatic engagement. According to cultural diplomacy theorists like Melissen (2005), cultural diplomacy acts as a soft power mechanism that can enhance mutual understanding by creating a

favorable environment for negotiation and dialogue. This perspective aligns with Nye's (2004) broader conceptualization of soft power, which emphasizes the importance of attraction and persuasion in achieving diplomatic goals, rather than coercion.

One critical aspect of culture in diplomacy is its capacity to bridge differences between nations. For instance, cultural exchanges and public diplomacy initiatives can humanize countries, introducing their citizens to foreign values and lifestyles that may challenge existing stereotypes. In their analysis, Rugh (2006) highlights how cultural programmes, such as American film festivals in the Middle East, aim to present a multi-dimensional view of the United States, which can counteract negative perceptions arising from political conflicts. However, the politics of representation in such cultural engagements often exacerbate power imbalances, as dominant cultures may overshadow local narratives, leading to what could be characterized as cultural imperialism (Gienow-Hecht & Donfried, 2010).

Culture significantly impacts diplomatic relations, affecting both public and formal negotiations. Misinterpretations can lead to conflicts if not acknowledged, and cultural competency is crucial for diplomats. However, oversimplifying cultural narratives in diplomacy can be misleading, as it overlooks internal diversities and power dynamics within cultures. Critics argue that overemphasizing cultural aspects can detract from addressing structural issues like economic inequality and political power disparities. Despite its importance, a nuanced understanding is needed to fully appreciate its influence.

Diplomatic Relations

Diplomatic relations are germane to the conduct of international relations, essentially representing the formal interactions and agreements between sovereign states. Through diplomacy, states manage their relationships, resolve disputes, and enhance cooperation across various domains, such as economic, cultural, and security issues. The literature on diplomatic relations emphasizes their dynamic nature and the various theories that underpin diplomatic practice. Realist theorists argue that diplomacy is primarily a tool for state power and national interest, suggesting that relations are heavily influenced by the anarchical structure of the international system (Morgenthau, 1948). In contrast, constructivist perspectives emphasize the role of ideational factors, such as identity and norms, in shaping diplomatic interactions (Wendt, 1999). Constructivists argue that diplomatic relations are not just strategic but also socially constructed, reflecting shared values and mutual understandings among states.

Globalization has transformed diplomatic relations, involving increased interactions with non-state actors like multinational corporations and NGOs. Addressing issues like climate change, terrorism, and health pandemics requires a broader understanding of diplomacy. Digital diplomacy, or e-diplomacy, uses social media and technology for real-time interaction and transparency, reflecting ongoing changes in state perception and engagement with international counterparts.

Theoretical Framework

The concept of soft power, introduced by Joseph Nye in the late 20th century, focuses on the ability of a state to influence others through attraction rather than coercion or payment. Nye first articulated the idea in his book, *Bound to Lead: The Changing Nature of American Power*, 1990, where he distinguished between hard power and soft power, which is derived from the values, culture, and foreign policies of a nation that appeal to others. Proponents of soft power argue that it can be a more effective and sustainable means of achieving international objectives. Nye's theory gained traction in the academic community and among policymakers, particularly as global dynamics shifted towards increased interdependence in the post-Cold War era. Scholars such as Anne-Marie Slaughter and Edward S. Herman further developed the concept by analyzing how non-state actors and globalization complicate traditional notions of power. Slaughter (2004) emphasized the role of networks in shaping international relations, suggesting that power is not just held by states but also diffused among various actors, including international organizations and civil society.

The development of soft power theory has also been informed by practical examples of nations successfully utilizing soft power strategies. For instance, during the Cold War, the United States employed cultural diplomacy by promoting American music, films, and ideals of democracy to counter the Soviet Union's ideological influence. However, the concept of soft power is not without its critics. Some scholars argue that attraction and persuasion cannot be quantified or easily measured, making it challenging to assess the effectiveness of soft power strategies. Moreover, the effectiveness of soft power can be situational; it often depends on the audience's perceptions and willingness to accept the cultural or ideological appeals made by a nation. Critics like Robert (2003) maintain that the allure of soft power might be overrated, asserting that hard power still plays a decisive role in international relations and that the balance between hard and soft power must be understood in the context of broader political realities.

Despite the challenges and critiques, the theory of soft power has continued to evolve, becoming a vital lens for analyzing international relations in a rapidly changing global landscape. In recent years, the rise of new global players and non-state actors has prompted further exploration of the interplay between soft and hard power, particularly as nations navigate complex issues such as climate change, human rights, and cybersecurity.

China's soft power strategy in Sino-Nigeria involves cultural exchanges, economic collaboration, respect for political values, and media representation. Confucius Institutes in Nigeria promote Chinese language and culture, while economic investments enhance China's soft power footprint. Media representation shapes public perception and cultural ties, but challenges like economic dependency, lack of transparency, labour practices, and environmental concerns can lead to negative perceptions.

Methods

The study adopted a qualitative research design, which is particularly suited for exploring complex social phenomena where cultural dimensions play a significant role. The sampling strategy for this study was purposive sampling, which involves selecting participants based on specific characteristics and relevance to the research topic. Participants were chosen from diverse backgrounds, including diplomats, cultural attachés, scholars, and members of the Chinese and Nigerian communities engaged in cultural exchanges. This approach ensures that a variety of perspectives are captured, reflecting different facets of the Sino-Nigerian relationship. A target sample size of approximately 20-30 participants was selected. As suggested by Guest, Bunce, and Johnson (2006), since saturation point where no new information can be obtained is likely to be reached with this number. The data analysis was conducted using thematic analysis, a widely used qualitative data analysis method that allows researchers to identify, analyse, and report patterns. Thematic analysis enables the researcher to extract themes related to the impact of culture on Sino-Nigeria diplomatic relations systematically.

Data Presentation and Analysis

The Impact of Cultural Exchanges on Sino-Nigeria Diplomatic Relations

Cultural exchanges, particularly through the arts and tourism, play a critical role in shaping diplomatic relations between China and Nigeria. These exchanges foster mutual understanding, respect, and appreciation, which are essential for solidifying diplomatic ties. Through initiatives

such as art exhibitions, music festivals, and joint performance arts programmes, both nations showcase their rich heritage, offering a platform for dialogue and collaboration. For instance, the China-Nigeria Cultural Exchange Year has enabled various artistic collaborations, allowing Nigerian artists to present their work in China, thus facilitating a deeper understanding of Nigerian culture among the Chinese populace (Huang, 2020). This cultural engagement not only enhances goodwill but also serves to counter stereotypes, enabling people to see beyond political narratives and appreciate the humanity shared across cultures.

In an insightful interview with the Director Centre for Chinese Studies, the central role of cultural exchanges in shaping Sino-Nigeria diplomatic relations was discussed. The respondent took a historical excusing to the Sino-Nigeria highlighting the role of “people to people” interaction through the decades even before the economic relations. The Director emphasized that these exchanges are pivotal in fostering dialogue and understanding, which are essential for any healthy relationship. He stated, “Cultural exchanges provide a platform for dialogue and understanding, helping to foster goodwill and significantly reduce misconceptions” (Interview, 2025).

Confucius Institutes in Nigeria have played a pivotal role in bridging cultural gaps between our nations. For instance, since the establishment of the Confucius Institute at the University of Lagos in 2006, we have witnessed a marked increase in interest among Nigerians to learn Mandarin and explore Chinese culture. According to the respondent, the institute organizes various cultural activities, including Chinese film screenings, calligraphy workshops, and traditional Chinese festivals. For example, during the 2022 Chinese Lantern Festival held in Lagos, over a thousand attendees came together to celebrate, showcasing not just Chinese culture but fostering a sense of community and friendship. This type of engagement helps break down stereotypes and enhances the understanding of our respective cultures, which is vital for diplomatic relations.

Among the notable initiatives he highlighted is the annual China-Nigeria Cultural Exchange Festival. This event brings together artists, musicians, and performers from both countries to showcase their talents. The Director noted the importance of this initiative, saying, “last year, we saw a substantial increase in Chinese students learning Nigerian languages, which is a significant milestone. Language is the bridge to culture, and these initiatives effectively build that bridge (Interview, 2025).

However, the Director also acknowledged the challenges within cultural exchanges that could potentially affect diplomatic relations. He expressed concern, stating, “If Nigerian culture is portrayed in a way that

reinforces stereotypes in Chinese media, it can lead to misunderstandings and friction. Cultural representation must be diligent and respectful.” He stressed that misrepresentation could weaken diplomatic ties and create a sense of alienation.

The conversation also turned to the role of tourism in enhancing cultural exchanges and diplomatic relations. The Director argued, “tourism is essential to cultural exchange. When citizens from both countries travel to one another, they experience firsthand the realities of the other culture. This personal experience can combat stereotypes and create lasting impressions.” He reiterated, “Tourism is not just about travel; it's about building emotional connections,” underscoring the importance of fostering connections between the two nations.

In a recent interview with Professor (An expert in International Relations) the scholar in International Relations with a focus on Sino-Africa relations, provided valuable insights into the impact of cultural exchanges on the diplomatic relationship between China and Nigeria. He emphasized that cultural exchanges significantly shape these diplomatic ties by fostering goodwill, mutual understanding, and respect. By showcasing their respective cultures, both nations can form deeper interpersonal connections. However, the scholar warned that “these exchanges could become a double-edged sword if not approached with caution.”

When asked about this duality, explained that while cultural exchanges have the potential to build bridges, they can also create tensions if they are perceived as one-sided or inauthentic. For example, he pointed out, “if China predominantly showcases its cultural products in Nigeria without adequate representation of Nigerian culture in China, it could lead to feelings of cultural imperialism, which would undermine diplomatic relations.” He emphasized the necessity for ensuring that these exchanges are both equitable and reciprocal. The professor provided specific examples of both positive and negative outcomes of cultural exchanges. On the positive side, he mentioned “initiatives like joint art exhibitions where Nigerian artists can present their work in China,” noting that such events foster a deeper understanding and appreciation of Nigerian culture among the Chinese public. Moreover, he remarked, “Chinese tourists visiting Nigeria break down stereotypes, creating personal connections that humanize each nation's perspective.” Conversely, the expert highlighted that “Chinese media representations of Africa, including Nigeria, often tend to be superficial and laden with stereotypes.” This kind of misrepresentation entrench negative perceptions, thus feeding into existing biases and tensions.

The Professor stressed the importance of Nigeria actively promoting its culture in China, especially in light of these challenges. He asserted,

"For Nigeria to assert its cultural identity on the global stage, it must engage in cultural diplomacy that emphasizes its rich narrative and diverse cultures." This involves investing in cultural institutions and programmes that facilitate deeper exchanges, ensuring that Nigeria's cultural heritage is accurately represented and appreciated.

In discussing potential improvements to cultural exchange programmes, the professor emphasized the need for "authentic partnerships founded on genuine dialogue about both cultures." The scholar suggested that both countries should prioritize "equitable representation and involve intellectuals in cultural planning." Additionally, he recommended fostering grassroots-level connections and establishing educational exchange programmes between institutions of higher learning. These initiatives, he explained, would allow students and faculty from both countries to explore and understand one another's history, politics, and culture, thus building lasting relationships.

Looking to the future, the Professor envisions an ideal trajectory for Sino-Nigeria cultural exchanges where both nations view these initiatives as "the cornerstone of their relationship." He believes that integrating cultural exchanges into broader economic and political cooperation would yield mutual benefits. By creating platforms for ongoing dialogue and respecting each other's cultures, both nations could collaborate on projects that highlight their interconnectedness. He concluded that such a robust cultural framework would "help mitigate political tensions and pave the way for a more cooperative relationship moving forward."

In a thought-provoking discussion, the Director of Chinese Studies in Nigeria shared his insights on how language and communication styles significantly impact negotiations and agreements between China and Nigeria. His expertise sheds light on the complexities involved in these diplomatic interactions and the crucial role effective communication plays in achieving successful agreements. When asked about the primary challenges in Sino-Nigeria negotiations, the Director stated, "Language barriers often pose significant difficulties. While English serves as a common thread in Nigeria, Chinese negotiators are not always fluent in English. This can lead to misunderstandings and misinterpretations that might derail discussions." He emphasized that "effective communication is paramount for building trust and clarity in negotiations."

The Director of Chinese Studies in Nigeria elaborated on the differences in communication styles between the two cultures, saying, "Chinese communication tends to be more indirect and context-driven compared to Nigerian communication, which can be more open and straightforward." He explained, "For instance, a Nigerian negotiator might perceive the Chinese counterpart's indirectness as evasiveness,

while the Chinese party might find the Nigerian approach too confrontational." He stressed the need to understand these nuances for successful negotiations.

Furthermore, another expert in International Relations, discussed how cultural factors influence language use, noting, "In Chinese culture, maintaining face and harmony is vital. Thus, Chinese negotiators often use language that avoids direct conflict and prioritizes relationship-building." He added, "Conversely, Nigerian culture, with its diverse ethnic backgrounds, can lead to a range of communication styles that might come off as abrasive or overly assertive from a Chinese perspective." He advised that "acknowledging these cultural dimensions is pivotal in creating a conducive negotiating environment."

Media representation is incredibly impactful in shaping public perception and, by extension, diplomatic relations. In recent years, we've seen a shift towards more balanced coverage of China's activities in Nigeria, especially concerning infrastructure development. A notable example is the reporting on the Lagos-Ibadan Railway project funded by China. Nigerian media outlets provided extensive coverage of both the positive impacts like job creation and improved transportation—and the concerns related to Chinese labor practices and project delays. This type of journalism is crucial for fostering a well-rounded understanding among the Nigerian populace about China's role in our development.

Furthermore, collaborative media initiatives, such as joint documentaries that highlight cultural exchanges and business partnerships, have emerged. For instance, a documentary co-produced by Nigerian and Chinese film makers about the cultural and economic ties between the two countries was screened at various film festivals in both nations. This not only enhances visibility but helps to encourage dialogue and mitigate misconceptions, ultimately strengthening our diplomatic relationships.

Reflecting on successful negotiations, the expert highlighted the importance of employing skilled interpreters. "Having professional interpreters who understand not just the languages but also the cultural contexts can make a significant difference," he noted. He emphasized, "This not only facilitates accurate translations but also nurtures a sense of respect and understanding between both parties."

In summary, the expert insights illuminate the critical role that language and communication styles play in negotiations between China and Nigeria. By appreciating and addressing these dynamics, both nations can work toward more effective diplomatic engagements and enhanced cooperation.

Challenges Associated with Cultural Differences in Sino-Nigeria Diplomatic Relations

Cultural challenges are a significant factor in Sino-Nigeria diplomatic relations, often arising from fundamental differences in communication styles and social norms. One of the primary issues is the contrasting approaches taken by diplomats from both countries. Chinese diplomats typically adopt a more indirect style, valuing diplomacy and subtlety in their interactions. In stark contrast, Nigerian officials often prefer a more straightforward and open form of communication. This divergence can lead to substantial misunderstandings during negotiations, as one party may perceive the other as either evasive or overly aggressive. As one expert pointed out, "The lack of shared cultural understanding complicates negotiations and can hinder effective engagement." This speaks to the importance of recognizing these differences in order to foster more productive discussions.

Moreover, the cultural nuances in negotiations extend beyond mere communication styles. The concept of "face" is deeply embedded in Chinese culture, emphasizing respect, honor, and reputation in interactions. A source noted, "In Chinese diplomacy, maintaining face is essential; it can be the difference between a successful engagement and a complete breakdown of discussions." Conversely, Nigerian diplomatic practices may lean towards a more informal approach, which can seem disrespectful or too casual to their Chinese counterparts. Such discrepancies can create tensions that, if not appropriately managed, could derail crucial discussions, especially when the stakes are high.

Language barriers further exacerbate the difficulties stemming from cultural differences. While English serves as the primary language in Nigeria, many Chinese officials have limited proficiency in it, leading to potential misinterpretations during negotiations. An expert observed, "This language barrier is more than just words; it often results in the loss of important cultural contexts essential for effective communication." To mitigate these issues, employing skilled interpreters who can accurately translate both language and cultural nuances is essential. Additionally, fostering language training programmes for diplomats would be a step toward promoting mutual understanding and smoother negotiations.

Possible Solutions

In terms of bridging these cultural gaps, initiatives such as cultural exchange programmes could be hugely beneficial. These would allow diplomats and government officials from both countries to immerse themselves in each other's cultures. "Encouraging cultural exchanges can foster respect and understanding," a scholar noted "(Interview, 2025).

When diplomats engage directly with each other's traditions and social norms, it opens doors to better diplomatic relations." Such initiatives could include study tours, workshops, and seminars aimed at enhancing cultural sensitivity and communication skills. By encouraging this level of engagement, both sides can achieve a deeper appreciation for each other's values, ultimately resulting in more fruitful diplomatic interactions.

Empathy is another crucial element in overcoming cultural differences. Diplomats must strive to comprehend not only the motivations and traditions behind their counterparts' actions but also the emotional drivers that influence decision-making. "Active listening and a genuine willingness to learn about different cultures are imperative," said an expert in cross-cultural communication. Training sessions focused on emotional intelligence and cultural competency can better prepare diplomats for navigating these relationships. "Approaching negotiations with an open mind and a commitment to collaboration yields significant benefits," they added.

Long-term strategies for strengthening Sino-Nigeria diplomatic relations should include establishing formalized channels of ongoing dialogue. Regular joint forums and working groups focusing on shared interests such as trade, infrastructure, and technology could foster closer ties. An analyst commented, "the key to any successful diplomatic relationship is not just in sporadic discussions but in sustained engagement" (Interview, 2025). Furthermore, incorporating cultural education into diplomatic training programmes would prepare future diplomats to approach negotiations with an informed perspective, respecting the unique attributes of both cultures.

In summary, recognizing and addressing the challenges posed by cultural differences is essential for improving collaboration and achieving mutual understanding in Sino-Nigeria diplomatic relations. The path forward necessitates both parties to invest in initiatives that enhance communication, promote empathy, and facilitate ongoing dialogue. Such efforts will not only strengthen bilateral ties but also ensure that both nations can work towards common goals effectively.

Discussion of Findings

Cultural exchanges between China and Nigeria have emerged as significant instruments in strengthening diplomatic relations between these nations, though scholarly examination of this specific bilateral relationship remains limited. According to Fung and Garcia-Herrero (2019), China's engagement with African nations has historically emphasized economic and political aspects, with cultural dimensions often receiving less academic attention. Nevertheless, these cultural

initiatives play a crucial role in fostering mutual understanding and respect that underpins more visible diplomatic and economic partnerships.

The China-Nigeria Cultural Exchange Year represents a strategic deployment of what Nye (2004) terms "soft power," where nations seek to influence through attraction rather than coercion. These programmes create platforms for dialogue that transcend traditional political boundaries. Wang (2018) notes that such cultural diplomacy initiatives allow nations to showcase their heritage while simultaneously building goodwill in ways that conventional diplomatic channels cannot always achieve. Through art exhibitions, music festivals, and performing arts programs, both countries have created accessible entry points for citizens to engage with unfamiliar cultural traditions.

Confucius Institutes established across Nigeria exemplify China's systematic approach to cultural diplomacy. These institutions serve as more than language centers; they function as cultural ambassadors that shape perceptions and build lasting relationships. King (2021) observes that Confucius Institutes represent one of China's most successful soft power initiatives in Africa, creating generations of students with deeper understanding of Chinese perspectives. This aligns with Adebayo's (2020) findings that educational exchanges constitute a particularly effective mechanism for fostering long-term diplomatic relationships through people-to-people connections.

However, these cultural exchanges face significant challenges, particularly when they lack contextual understanding or reinforce existing stereotypes. Adichie's (2009) concept of "the danger of a single story" helps explain how simplified cultural narratives can damage cross-cultural understanding. When Nigerian culture appears in Chinese media through stereotypical portrayals, it can undermine the goodwill generated through formal exchange programs. Zhang and Li (2022) argue that effective cultural diplomacy requires moving beyond surface-level representations to engage with cultures in their full complexity.

Communication barriers during diplomatic negotiations often reflect deeper cultural dimensions. Hofstede's (2011) cultural dimensions theory provides a framework for understanding how differences in power distance, individualism, uncertainty avoidance, and long-term orientation affect cross-cultural communication. Nigerian and Chinese diplomatic interactions take place against a backdrop of significantly different cultural orientations that shape expectations and communication styles. Akindele's (2019) research suggests that awareness of these dimensions can significantly improve negotiation outcomes between African and Asian partners. Investment in cultural initiatives builds what Bourdieu (1986) would classify as "cultural capital" that supports diplomatic relationships. The infrastructure of

cultural exchange including museums, performance venues, and educational institutions—creates spaces where deeper understanding can develop organically. Nigerian participants in cultural exchange programmes reported significantly improved perceptions of China, demonstrating the tangible diplomatic benefits of these initiatives.

Digital platforms increasingly complement traditional cultural exchange methods, offering new avenues for engagement. According to Li and Marsh (2023), social media and online cultural content have created unprecedented opportunities for direct cultural exchange between ordinary citizens. These digital interactions sometimes bypass official narratives, creating more authentic connections but also introducing new challenges in managing cultural representation. Tourism serves as both an economic driver and cultural bridge between nations. Wang and Chen (2021) argue that tourism creates experiential learning opportunities that textbooks and formal cultural programs cannot replicate. The growing number of Chinese tourists visiting Nigerian cultural sites and Nigerian business travelers experiencing China firsthand represents an under examined dimension of cultural diplomacy with significant potential for fostering mutual understanding.

Conclusion

Cultural exchanges, especially through arts and tourism, significantly influence Sino-Nigeria diplomatic relations by promoting mutual understanding and appreciation. Initiatives like art exhibitions and music festivals allow both nations to showcase their heritage, fostering dialogue and collaboration. The China-Nigeria Cultural Exchange Year has enabled artistic collaborations, countered stereotypes and enhancing goodwill. It was emphasized that understanding cultural factors in language use is crucial during negotiations between China and Nigeria. It was pointed out that Chinese negotiators prioritize relationship-building and tend to avoid direct conflict, while Nigerian negotiators might use more abrasive or assertive language. Additionally, several strategies were proposed to enhance communication, including setting clear objectives, aligning on key terminologies, and fostering relationships before formal negotiations. It was predicted that as globalization continues, both countries are likely to invest more in language training and cultural exchange initiatives aimed at improving negotiation outcomes and enhancing mutual understanding.

Recommendations

In the light of the foregoing conclusion, the following recommendations are suggested:

- i. China and Nigeria can enhance their diplomatic relations by implementing cultural exchange programmes, language training, and training on emotional intelligence. These initiatives allow

- diplomats to immerse themselves in each other's cultures, reduce communication barriers, and foster appreciation for each other's cultures.
- ii. Implement language training programmes tailored for diplomats from both nations. By equipping officials with language skills, not only can communication barriers be reduced, but a greater appreciation and understanding of each other's cultures can be fostered.
 - iii. Building upon the success of physical cultural exchanges, both nations should invest in developing a comprehensive digital platform dedicated to China-Nigeria cultural relations.

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**Public Enterprise and Socio-economic Development in Makurdi
Local Government Area: A Study of Benue Investment and
Property Company Limited (BIPC)**

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Abstract

This study examines the impact of Benue Investment and Property Company Limited (BIPC) on the socio-economic development in Benue state. The study was anchored on classical management's theory. The method adopted in this study was a survey design with questionnaire and interview as the major sources of data collection. Findings from the study revealed that, BIPC has made modest effort in providing infrastructural facilities in Benue state. However, bulk of the infrastructural facilities are in the area of estates and hotels. The study further revealed that BIPC has encountered several challenges in delivering on its mandate of stimulating the socio-economic development in Benue state. The challenges identified in the study include lack of proper investment placements, paucity of investment funds, low returns on investments, lack of transparency, improper job placements, high cost of operation, lack of sufficient working tools and many others. The study in line with the findings recommended among others things that, the company should diversify to other areas like sanitation facilities in the state, should improve in the area of employment generation to the teeming unemployed youths through the provision of skill acquisition centers across the three senatorial districts in the state. The study recommends that graduates from these skills acquisition centers should be given soft or interest free loans to establish their businesses among others.

Keywords: Public enterprise, BIPC, socio-economic development, infrastructure and real estate

Introduction

Globally, experiences have shown that public enterprises have made a significance contribution to the economy of the developed world; in the societies, public enterprises are seen as veritable tools for economic development like Brazil, Singapore, South Korea. However, the desire of most governments to control their economies had led them to adopt

policies that led to the establishment of public enterprises, and their activities are more of business transactions that can transform the economy of the state through the provision of goods and services for the benefit of the citizenry.

In the developed societies, public enterprises are seen as critical instruments of socio-economic development. These entities were created because of the government desired to infuse more flexibility and efficiency in the organization of some government activities (Layeleye, 2002). Thus, most African countries, since independence, have established public enterprises in order to stimulate and accelerate national development. Given the conditions of shortage of capital and structural defects in capital markets, developing countries in Africa have been an active player in the economic scene and have been investing directly in all strategic areas of economic activities, given the low capital formation of the private sector (Anyebe, 2015).

However, Since the creation of Benue State in 1976, the state has continued to play an active role in industrial development. The first civilian elected government headed by Mr. Aper Aku initiated the idea to set up Taraku Oil Mills in 1982 with a registered capital of \$100 million and other similar industries such as Otukpo Burnt Bricks, Benue Brewery Limited, Benue Fruit Juice Factory in Makurdi, and Benue Education Supply Company, among others (Abah, 2012). Thus, the reasons behind the establishment of these public enterprises was to provide direct employment to 24 thousand families from the farming communities and merchants in and outside Benue State. By boosting the Benue economy through additional economic activities, it was likely going to engender the socio-economic development of the state. For instance, Taraku Oil Mills was expected to discharge its social responsibility to the host community by providing social amenities and support to the needs of the community with its quality prime golden products.

In 1979, the Benue State Government established Benue Investment and Property Company (BIPC) with the aim of stimulating and accelerating the economic base of the state's human and material resources. The core mandates of the company include the following: to mobilise funds for investment and development programmes of the state; act as a catalyst for the speedy economic development of the state; engage in portfolio investment activities; investment in property development and management; provide business advisory and management consulting services to the giver and interested entrepreneurs in the state (BIPC, 2020).

In order to actualize its mandates, BIPC LTD is involved in trade and project financing, like the financing of medium and small-scale enterprises (MSME's) through direct ownership or equity participation in

businesses including: a) agro-business; b) real estate; c) solid minerals and mining; d) oil and gas; e) transport and commerce. The company has the mandate to generate revenue from consultancy services, rents from landed property, commodity trading, and the hiring of equipment and plants. Consequently, the repositioning of BIPC was therefore not only seen as a deliberate move to singularize all revenue collection points and close all leakages but also as a move to explore more sources to improve the government's financial base to be able to meet its rising obligations, including the execution of specific development projects. It is against this backdrop that this study set out to examine the impact of Benue Investment and Property Company (BIPC) on socio-economic development in Benue State.

Conceptual Framework

Public Enterprise: Public enterprises are institutions or organisations that are owned by the state or in which the state holds a majority interest, whose activities are of a business nature, and which provide services or produce goods; and have their own distinct management. This implies that the aim of setting up public enterprises by the government is to accelerate socio-economic transformation through the provision of services or producing goods for the general public. Obadan (2000) defines public enterprises as organisations whose primary function is the production and sale of goods and/or services and in which government or other government-controlled agencies have no ownership stake that is sufficient to ensure their control over the enterprises, regardless of how actively that control is exercised.

Furthermore, public enterprises are established by law and government instruments to enhance entrepreneurial skill acquisition that can be used to stimulate socio-economic development in the state. This elaborate definition of public enterprise underscores the fact that public enterprise is a critical cornerstone of socio-economic development. Therefore, state-owned corporations and companies are established to stimulate the socio-economic development of the state through the establishment of cottage industries, businesses, and employment opportunities for the people.

Socio-economic Development: According to NEPAD (2003), socio-economic development is "any activity or programme that creates sustainable access to the economy for its beneficiaries". This means that contributions from stakeholders should provide sustainable benefits; socio-economic development projects should teach (equip) people to fish rather than give them fish (politicizing and impoverishing) them. Socio-economic development is the relationship between economic activity and social life. The New Partnership for Africa's Development (NEPAD) declaration implies that socio-economic development is the continuous

improvement in the well-being and standard of living of the people. It connotes meeting the basic needs that are essential to living a life of dignity for the people. This includes access to quality education, better healthcare, decent housing, safe drinking water, and good sanitation is a nation's wealth.

Socio-economic development is measured with such indicators as life expectancy, literacy, functional education, employment, and GDP. The impacts of socio-economic development are seen in positive changes in law (rule of law) and the supremacy of the justice system, changes in the physical environment (curtailing the forces of denudation that often render the environment inhabitable), and changes in ecology. Socio-economic development also requires action that will strengthen policies and delivery mechanisms of outputs in key social development areas: food, education, health care, child welfare, gender equity (fair treatment), and the protection of vulnerable groups: women, youths, children, the elderly, and the disabled.

Theoretical Framework

The study is anchored on the classical management theory as its framework. The major proponents of this theory were Frederick Taylor (1915), Max Webber (1920), and Henri Fayol (1925). The theory originated at the end of the 19th century, and dominated the management thinking in the 1920's and 1930's by emphasizing on the efficiency of work process. The classical management theorists popularized this theory for analyzing how organizations can achieve its goals and objectives. Thus, the theory has three schools of thought; scientific management, which identifies the best way to do a line work; Bureaucratic movement which focuses on rules and procedures, hierarchy and clear division of labour; and administrative management which emphasizes the flow of information, unity of command, division of work, authority, discipline, centralization, equity, order and initiative within the organizations (Cole, 2004). The scientific management theory, a strand of the classical management theory by Fredrick Taylor is adopted for analysis in this paper.

Taylor (1915), posits that scientific management approach is aimed at increasing organizational productivity by increasing the efficiency of the production process through empirical research. He posited further, that the line of work should be scientifically designed in such a way that every worker has a well-controlled and stipulated task, and specific methods and procedures are strictly followed for each job. The above exposition seeks to explain the best way to how work and responsibilities at all level of Public Enterprise can lead to the achievement of its goals and objectives. In addition, the application of scientific management approach in the administration of public

enterprise will facilitate the efficient and effective delivery of its mandates to provide goods and services for the benefits of the citizenry. Such goods and services include; setting up cottage industries, finance agro-based businesses as well as providing critical infrastructural facilities like good roads network, hospital, electricity and employment opportunity for the people.

The above postulation by Taylor suggests that public enterprise like Benue Investment and Property Company (BIPC) have diverse tasks that have to be performed in order to deliver on its mandates of financing agro-based business and cottage industries which in return can stimulate the socio-economic development of the state. And the tasks performed in furtherance of the objectives public enterprises requires specialization in different fields to enable the staff of Public Enterprises to perform maximally and expertly in their various responsibilities. Thus, the ideas of the scientific management theory have presented viable applications in the management of Public Enterprises in the state for socio-economic development objectives. These ideas are useful for the optimum performance of Benue Investment and Property Company Limited, (BIPC LTD) to deliver on its mandates of Financing Agro-Based, Businesses, Small Scale Enterprises as well as provide critical infrastructural facilities, such as road network, healthcare facilities, tourism and hospitality industry. In the first place, policies, rules and procedures are not only required but necessary in the management of the organization. Since these policies, rules and procedures are set and applicable at all level of Benue Investment and Property Company Limited, this would lead to consistent behavior. This behavior is predictable, making the management process of Benue Investment and Property Company Limited, easier to implement in order to achieve its goals and objectives.

The theory also clearly specifies and define tasks to be performed to enable the managers and staff of BIPC LTD know what is expected of them, and what to be expected from the others. Since jobs, duties and responsibilities are clearly defined, the overlapping or conflicting job responsibilities are eliminated thereby facilitating smooth administration of BIPC LTD. Furthermore, the management of BIPC LTD will be able to hold its staff strictly accountable for their actions when they know their exact responsibilities; this would lead to effective and efficient performance of the company.

Research Methodology

The research design for this work was the survey research design. The population of the study includes the total number of residents of Makurdi Local Government and management staff of BIPC that are knowledgeable about the operations and functions (purposive) of BIPC.

Accordingly, the projected population of Makurdi Local Government according to the 2022 National Bureau of Statistics projected population is four hundred and thirty-eight thousand (438,000) while BIPC has management staff strength of twenty-nine (29).

Sample Size and Sampling Technique

Based on the target population of Makurdi local Government area, which stands at 438,000 the researcher adopts Taro Yamane formula of (1967) in determining the sample size for the research. The formula is stated thus:

$$n = \frac{N}{1 + N(e)^2}$$

Where:

- n = the sample size required
- N = the population size
- e = level of confidence (0.05)
- 1 = the constant

Hence:

$$n = \frac{438,000}{1 + 438,000(0.05)^2}$$

$$n = \frac{438,000}{1 + 438,000 \times 0.0025}$$

$$n = \frac{438,000}{1,095}$$

$$n = \frac{400}{400}$$

Therefore, the sample size for the study was 400 respondents selected amongst the staff of BIPC and the inhabitants for Makurdi local Government area. The justification for the sample size is to gain and indebt knowledge of the impact on public enterprises (BIPC) on the socio-economic development of Makurdi Local Government Area.

Sample size determination of each Council wards selected for the study; The formula is;

$$Q = A/N + n/1$$

Q = No of Questionnaires to each Council wards

A = Population of each council wards

N = Total Population of all the council wards

n = estimated Sample size used for the study

Below is the calculation of the sample size base on the various council wards in Makurdi Local Government Area:

Agan Council Ward	23,073	$\frac{23,073 \times 400}{438,000}$	= 21
Ankpa Council Ward	44, 218	$\frac{44, 218 \times 400}{438, 800}$	= 40
Bar Council Ward	34,385	$\frac{34385 \times 400}{438, 800}$	=31
Central South Mission	45578	$\frac{45578 \times 400}{438, 800}$	=41
Clerk Market council ward	46259	$\frac{46259 \times 400}{438, 800}$	=42
Fiidi council ward	83,633	$\frac{83633 \times 400}{438, 800}$	=71
Mbalagh	36,082	$\frac{36082 \times 400}{438, 800}$	= 31
Modern Market	36,581	$\frac{36581 \times 400}{438, 800}$	= 31
North Bank 1	38,427	$\frac{38427 \times 400}{438, 800}$	= 32
North Bank 11	24,121	$\frac{24121 \times 400}{438, 800}$	= 20
Wailomayo	25,643	$\frac{25,643 \times 400}{438, 800}$	= 22

Distribution of questionnaire according to Council wards in Makurdi LGA

S/N	Council wards	Population	Sample Size
1.	Agan	23,073	21
2.	Ankpa	44, 218	40
3.	Bar	34,385	31
4.	Central South Mission	45,578	41
5.	Clerk Market	46,259	42
6.	Fiidi	83,633	71
7.	Mbalagh	36,082	31
8.	Modern market	36,581	31
9.	North bank 1	38,427	32
10	North bank 11	24,121	20
11.	Wailomayo	25,643	22
12	Staff of BIPC	Purposively selected	29
Total		438,000	400

Source: Computed by the Researchers, 2022

Method of Data Collection Technique

The data for this study were collected through primary and secondary sources. The study adopts questionnaires and interview methods as the major sources of primary data. The study made use of statistical tools such as frequency tables and simple percentages to present the findings for the study. On the other hand, information elicited from the semi-structured interview were analyzed qualitatively.

Data Presentation and Analysis

The analysis is divided into two sections. The first section of the analysis dwelt on the bio-data of the respondents; here variables like sex, age, occupation, marital status, educational qualification and income were discussed. The second section addressed Benue Investment and Property Company and socio-economic development in Makurdi Local Government Area. Out of the 371 questionnaires administered 29 copies questionnaire were either not returned or wrongly filled. Hence, they were treated as a case of non- response. The analysis was based on the 342 questionnaires that was returned.

Bio-data of Respondents

The socio-demographic attributes of respondents which include, sex, age, marital status, educational attainment and occupation were collected and presented below:

Table 1: Sex Status of Respondents

Sex	Frequency	Percentage
Male	201	59
Female	141	41
Total	342	100

Source: Field survey, 2024

Result on sex of respondents shows that a total of 201 (59%) representing male and 141(40%) representing female. This shows that male respondent dominated the research work.

Table 2: Age of Respondents

Options	Frequency	Percentage
18-35	105	31
36-45	121	35
41 and above	116	34
Total	342	100

Source: Field survey, 2024

The age distribution of respondents shows that 105(31%) of the respondents were between the ages of 18-35 years, 121(35%) were within the age range of 36 to 45. The age distribution also shows that 116(34%) of the sampled respondents were 41 above. The result implies that majority of the respondents were between 36-45 years.

Table 3: Educational Qualification of Respondents

Options	Frequency	Percentage
Primary	-	-
Secondary	114	33
Tertiary	228	67
Total	342	100

Source: Field Survey, 2024

Educational status of respondents shows that, out of the 342 respondents, 114 (33%) of the respondents completed secondary school while a huge majority 228 (67%) attained tertiary education. The result implies that majority of the respondents were holders of tertiary education degrees hence they were knowledgeable about the subject under investigation.

Table 4: Marital Status of Respondents

Options	Frequency	Percentage
Single	131	38
Married	201	58
Divorce	10	4
Total	342	100

Sources: Field Survey, 2024

Information on the marital status of respondents, it shows that 131 (38%) are single, 201 (58%) are married while divorce had 10 (4%) divorced.The result on the occupation of respondents shows that about 88(26%) of the sampled respondents are engaging in farming, 78(23%) are artisans while 101(29%) are civil/public servants and 75(22%) of the respondents were traders. The result implies that majority of the respondents were public/service servants.

BIPC and Infrastructural Development in Benue State

Table 5: Are you aware of the activities of BIPC that are gear towards socio-economic development in Benue State

Options	Frequency	Percentages
Agree	211	61
Disagree	101	30
Undecided	30	9
Total	342	100

Source: Field Survey, 2024

The result in table 5 above indicates that 211(61%) of the respondents agreed that they are aware of the activities of BIPC that are gear towards socio-economic development in Benue State, 101(30%) disagree while 30(9%) were undecided. The implication of the result is that majority of the respondents are aware of the activities of BIPC that are gear towards socio-economic development in Benue State.

Table 6: Activities of BIPC in Benue State geared towards Enhancing Socio-Economic Development

Options	Frequency	Percentage
Generation of revenue for infrastructural development	81	20
Employment generation for unemployed youths	64	16
Promotion and investment in agriculture	76	19
Housing and property development	123	31
Promotion and investment in industry and commerce,	56	14
Total	342	100

Source: Field Survey, 2024

The result in Table 6 above indicates that 81 (20%) of the sampled respondents agreed that generation of revenue for infrastructural development is one of the socio-economic activities carried out by BIPC in Benue State. Also, 64 (16%) of the sampled respondents said BIPC has absorbed some unemployed youths in Benue State, while 76 (19%) were of the view that BIPC is involved in promotion and investment in agriculture. Furthermore, 123 (31% of the sampled respondents) agreed that BIPC is active in housing and property development, while 56 (14%) said BIPC is involved in promotion and investment in industry and commerce. The implication of the result is that BIPC is involved in several socio-economic activities in the state, but the company is more active in housing and property development.

Since its establishment, BIPC Ltd. has been managing state government shares; thus, from an investment portfolio of its quoted and

unquoted companies with a total value of less than N5 million in 1979 (which was transferred to the company by the state government), that portfolio has grown through the management of Benue Investment Company Ltd. There have been dividends and capital appreciation/gains on some of the stocks. The company is also redeveloping and renovating landed properties in Kaduna, Lagos, Abuja, and Makurdi. This is aimed at enhancing revenue mobilization for the socio-economic development of the state.

BIPC, have carried out numbers of feasibility and viability studies on number of projects for the State Government and individual in this area of consultancy and advisory service, the company performed well. It has written a number of feasibility studies for the state government.

Benue Investment and Property Company Ltd. has been of financial assistance to entrepreneurs and individuals by way of giving loans for the establishment and/or the running of viable enterprises. The company gave loan to the following organizations:

- i. BSIEC Multi-purpose Corporative - N5,000,000
- ii. Agricultural Development Co. (ADC) - N2,000,000
- iii. Fruit Con. Nig. Ltd. (Working Capital) - N3,000,000
- iv. Kuma and partners - N300,000
- v. Bagic Enterprises - N110,000
- vi. Benue Brewery - N1,000,000
- vii. Benco Roof tiles - N400,000
- viii. Taraku mill - N5,000,000

There is also entrepreneurship development scheme whereby loans are given mostly to unemployed individuals to establish cottage industries for the production of items such as laundry soap, cosmetic and general merchandise. The subsidiary is not doing so due to policy restriction in this area and lack of operational funds.

Table 7: Distribution of Respondents based on the awareness of the BIPC Investment in Infrastructural development in Benue State

Options	Frequency	Percentage
Agree	184	53
Disagree	104	30
Undecided	54	16
Total	342	100

Source: Field Survey, 2024

The result in Table 7: indicates that majority of the respondents 184 (53%) agreed that they are aware of the BIPC Investment in Infrastructural development in Benue State, 104 (26%) are not aware of the BIPC investment in infrastructural development in Benue State while 54(16%) were undecided. The implication of the result is that majority of the respondents are aware of BIPC's investment in infrastructural development in Benue State.

Table 8: Infrastructural Facilities Provided by BIPC in Benue State

Options	Frequency	Percentage
Roads and electrification projects	29	9
Estates and hotels	165	48
Micro-Finance Banks	148	43
Total	342	100

Source: Field Survey, 2024

The result in Table 8 indicates that 29(7%) of the sampled respondents agreed that roads and electrification projects are provided by BIPC, 165(55%) agreed that BIPC has provided estates and hotels in Benue State and 148(7%) said BIPC has provided schools and hospitals. Furthermore, 123(31%) said BIPC has provided Micro-Finance Bank. The result implies that the major infrastructural facilities provided by BIPC in Benue State are estates and hotels.

In terms of housing estates, BIPC has constructed two housing estates in Nyiman and North Bank in Makurdi (Benue State) and Mabushi Districts of Abuja. Furthermore, in Makurdi, Benue Investment and Property Company (BIPC) Limited has embarked on the construction of a 30-unit, three-bedroom housing estate to accommodate and serve the needs of high- and middle-class people in the state. The project is being constructed for about N520 million and fitted with security gadgets, including an internal communication system. The Secretary of BIPC, Mrs. Ngohide Joyce Yongo, stated that the construction of the houses is intended to bridge the gaps in the housing needs of Benue people (Interview, April 20, 2022). She further explained that there will be an interconnected network of roads paved and landscaped, a good drainage system, and an and an independent water plant that is meant to supply 100,000 litres of water daily to the entire estate, which sits on 460 square kilometres (Interview, April 20, 2022). The construction of the houses is intended to bridge the gaps in the housing needs of Benue people. The manager of the company, Mr. Alex Adum, further stated that the level of interest shown for the houses is high, with over 33 percent out of the 70 percent already allocated (Interview, May 12, 2022).

Table 9: Benue Investment and Property Company and challenges of Promoting Socio-Economic Development of Benue State

Options	Frequency	Percentages
Agree	299	88
Disagree	21	6
Undecided	22	6
Total	342	100

Source: Field Survey, 2024

Result in Table 9above indicates 299(88%) agreed that Benue Investment and Property Company has encountered several challenges in promoting socio-economic development of Benue State, 21(6%) disagreed while 22(6%) were undecided. The result implies that Benue Investment and Property Company has encountered several challenges in promoting socio-economic development of Benue State.

Table 10: Challenges Confronting BIPC

Challenges	Frequency	Percentages
Ill motivated staff	63	15
Lack of proper investment placements	66	16
Paucity of investment funds	98	24
High cost of operation	107	27
Improper job placements	66	16
Total	342	100

Source: Field Survey, 2024

The result in Table 10 above indicates that 63(15%) of the sampled respondents agreed that one of the challenges affecting BIPC is ill motivated staff, 66(16%) stated that lack of proper investment placements affects BIPC in achieving its mandate of spurring economic development in Benue State. Also, 98(24%) agreed that paucity of investment funds affects the performance of BIPC while 107(27%) attributes the poor performance of BIPC to high cost of operation. Lastly, 66(16%) identify improper job placements as one of the challenges affecting BIPC. The result implies that several challenges have affected the performances of BIPC.

Various interviews conducted with some staff of the BIPC confirmed the results generated from the questionnaire instrument. For instance, the manager of the company, Mr. Alex Adum (Interview, May 4, 2022), said that:

Most of the challenges faced by the company include lack of proper investment placements, paucity of investment funds, low returns on investments, lack of transparency, improper job placements, high cost of operation, lack of sufficient working tools, and many others. Even though the past managers over the years have tried in their own efforts to sustain the company but did not actually improve and expand its assets.

Another challenge identified by the manager is a poor maintenance culture. The manager cited the state of infrastructural decay and damages at BIPC Guest House North Bank Makurdi as a result of poor handling and a lack of adequate maintenance. The manager also disclosed that the guest house has been disconnected from public power supply since January 2019 as a result of a huge outstanding electricity bill to the tune of N2.7 million, leaving them with no option but to run the hotel strictly on an alternative power supply source (Interview, May 4, 2022).

The manager of the company also decried the oversaturation of staff. Also using the BIPC Guest House in North Bank as a case study, the manager lamented that the outfit, which was supposed to be a profit-making entity, was running at a loss of over N350 thousand Naira monthly as a result of the oversaturation of staff who have no job schedule but are on the pay roll of the guest house. "I have never seen a 25-room hotel with eighteen permanent staff and 25 ad hoc staff; what are they supervising?" (Interview, May 4, 2022).

Another challenge identified by respondents is excessive political interference in the company. The growth is necessary to enhance the capacity of BIPC Ltd. to assist sister companies, and this can be sustained through the reinvestment of dividends. However, conflicting policies over the years have denied BIPC Ltd. the right to reinvest the dividends from its programs. For example, the company was directed to pay all accrued dividends into a dividend account operated and maintained by the Ministry of Finance, where only 2% of such earnings are given to the company and the balance of 80% is left to the government to disburse at will.

Furthermore, investments are politically determined by the government rather than economic considerations. In this case, real growth is thwarted by the government, often when the disbursement of dividends is made in areas other than those that are commercial in nature. For example, FRUTCON NIG LTD. Katsina-Ala was initiated by BIPC

Ltd. to harness the massive production of fruits during peak periods, which were later wasted due to a lack of storage and preservation facilities. The company was to be located in Makurdi, but the government unilaterally changed the location to Katsina-Ala without even seeking the advice of BIPC, the initiator. Also, expenditures above N500,000.00 were to be approved by the state government, and certain new investments with large capital outlays were approved by the government; therefore, the government does not allow the company free hand to trade with the shares, thereby compelling the company free hand to hold in their custody unproductive shares that otherwise would have been traded off during peak periods when their value is high. This has seriously affected the revenue of the company.

The state government exacts a lot of control on the company, such that it is being run like a department of the ministry rather than a limited liability company. Also, investment management is one area where BIPC Ltd.'s capabilities are not fully utilised due to the restriction on government stock management, which has sustained many operators in the industry. BIPC Ltd. today carries unproductive stocks that should have been offloaded or sold off for optimum value. Trades in stock have been forbidden at a great loss to the government because of its restrictive policies.

Thus, rationalisation of stocks on a routine basis is desirable to ensure that stocks in hand at any given time command the optimum value. A wholly owned subsidiary, Bic Securities, was established to take advantage of the opportunities in the Nigerian stock market. BIPC, as a limited liability company, has never operated as one because of state government interference on the board not to take final decisions on such matters as recruitment, reinvestment, disposal, and acquisition of stocks at the dictate of market forces. Such interference kills the initiative and drive that are required for effective management.

The achievements recorded by BILC Ltd., as highlighted above, are considered modest but significant in the socio-economic development of Benue State in the face of reparation challenges in view of the company's performance, so it is important to note that, to some extent, BIFC Ltd. is living up to its mandates; however, the company could have done much better if a conducive operating environment was created for it by its owner, the Benue State Government. Unfortunately, there are a number of challenges the company is facing, which are more or less caused by the government and consist of clog in the wheel of progress of the company.

Conclusion and Recommendations

The study examines the impact of Benue Investment and Property Company Limited on the socio-economic development of Benue State. The infrastructural facilities are more prominent in the areas of housing and property development. The study attributes the poor performance of

BIPC in delivering socio-economic development in the state to a lack of proper investment placements, paucity of investment funds, low returns on investments, a lack of transparency, improper job placements, a high cost of operation, a lack of sufficient working tools, and many others.

The study also showed that BIPC has encountered several challenges in delivering its mandate of stimulating socio-economic development in Benue State. These challenges identified in the study include: lack of proper investment placements, paucity of investment funds, low returns on investments, lack of transparency, improper job placements, high cost of operation, lack of sufficient working tools, and many others. This study therefore recommends that the company diversify into other areas like the construction of roads, the provision of health care facilities drainage and sanitation facilities in the state among others.

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BIO-DATA OF INTERVIEWEES

S/N	NAMES	SEX/AGE	STATUS	DATE & TIME OF INTERVIEW
1.	Barr. Alex Ter Adum	M-47	Former Managing Director BIPC	4 th May, 2022, 11am-1:21pm
2.	Joyce Tortiv	F -42	Former Secretary of BIPC	4 th May, 2022, 1.45pm-3pm
3.	Agbo Henry	M -36	Accountant BIPC	6 th May, 2022, 10.am-12.12pm
4.	Peter Kurugh	M -43	Staff of BIPC	6 th May, 2022, 1.11 - 2.56pm
5.	Moses Ode	M -35	Staff of BIPC	9 th May, 2022, 9.21am -11:42am
6.	EnechiObochi	F-44	Staff of BIPC	9 th May, 2022, 12:29-2.44pm
7.	James Orngu	M -41	Staff of BIPC	6 th June, 2022, 9.28am-11:55am
8.	AdamuIsah	M -32	Staff of BIPC	6 th June, 2022, 12.12pm-2:54pm
9.	Idowu, Francis	M -36	Staff of BIPC	10 th June, 2022, 11.05am-1.44pm
10.	Adaji Felix	M -43	Staff of BIPC	10 th June, 2022; 2:04pm-3.49pm
11	Maria Idoko	F- 36	Staff of BIPC	11 th June, 2022, 11am-2:28pm