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# International Journal of Public Policy and Administrative Studies



*Special Edition*

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**African Network for Scientific Research and Development  
(ANSRD)**

# International Journal of Public Policy and Administrative Studies

*Special Edition*

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# **The World Bank Sustainable Procurement, Environmental and Social Standards Enhancement (SPESSE) Project Report 2019 (P169405): Error or Ignorance?**

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**Abstract:** *The Chartered Institute of Purchasing and Supply Management of Nigeria (CIPSMN) is a professional body in Nigeria, established by an Act of the National Assembly, with the primary responsibility to develop and strengthen the manpower needs of the Purchasing and Supply Management profession. Recently, however, the World Bank published a Sustainable Procurement, Environmental and Social Standards Enhancement (SPESSE) Project report (P169405) 2019 which scathes the Institute's standing, functions and efforts as the umbrella body of Purchasing and Supply Management professionals in the country. This paper critically analyses the core functions, roles and responsibilities of the Institute as enshrined in the enabling Act and compares its syllabus with the World Bank (2002) Procurement Consulting Services Manual, the World Bank Standard Bid Evaluation Form (SBEF) (April 1996), the Bureau of Public Procurement (BPP) in Nigeria Standard Bidding Documents (SBD) and the syllabus of the Chartered Institute of Procurement and Supply, United Kingdom (2018) syllabus. The paper found that the CIPSMN syllabus compares very well with all the documents mentioned and is even richer in content than some of them. The paper thus concludes that CIPSMN is adequate in terms of syllabus, legal standing and functional effectiveness and efficiency, as the rallying point of all procurement practitioners in the country, and that the World Bank report on SPESSE is either an error or a mischief intended to mislead the general public. The paper recommends that the report should be withdrawn and conciliatory publication made to redirect National and International thinking about manpower development in procurement and supply management in Nigeria; and that the World Bank should support the CIPSMN in its efforts to enhance the capacity of procurement practitioners in Nigeria's public and private sectors who desire to become procurement professionals, rather than circumvent the CIPSMN and its establishment Act in Nigeria.*

**Keywords:** *Institute of purchasing and supply management, procurement professionals, sustainable procurement, World Bank SPESSE Project Report 2019*

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## **Introduction**

Education fights ignorance and facilitates self and societal development. It is also a means of passing values, knowledge and skills to posterity. The purpose of education, in part, is thus the development of morally and mentally competent individuals with appropriate skills to stimulate development in different sectors of an economy. Every so often in this enterprise, the academia partners with professional bodies to develop or fine-tune syllabi for programmes geared towards filling manpower gaps in these professional groupings. Professional bodies are often the custodians of the rules and regulations, as well as the bulwarks of practice in specific vocations. Individuals in

different vocations thus usually form unions, associations, institutes, etc. and seek legislative backing to give such groupings the necessary locus to provide compass and function as bastions of the standards and ethics of the vocation. Hence, there are as many professional groupings as there are vocations and specializations; all working to further the interest and reckoning of their respective professions. The Chartered Institute of Purchasing and Supply Management of Nigeria (CIPSMN) was established in April 2007 through an act of the National Assembly of the Federal Republic of Nigeria; with the mandate to, among others, *“determine and review, from time to time, the academic standards, knowledge and skills that shall be attained by, persons seeking to qualify as professional procurers and registered members of the Chartered Institute of Purchasing and Supply Management”*. Nonetheless, with a view to continually update the competence of members and place the Institute at par with sister professional bodies at home and abroad, the institute regularly resorts to partnering with global bodies on best practices in procurement and supply management. The Institute is also a member of the International Federation of Purchasing and Supply Management (IFPSM).

However, recent developments portray a rather bleak picture of the status and fortune of the CIPSMN; as a World Bank report on Sustainable Procurement, Environmental and Social Standards Enhancement (SPESSE) Project (P169405) 2019 suggest that the Institute does not exist; is not alive to its statutory functions and responsibilities; does not have the required legal backing to serve as the custodian of the rules and minimum benchmarks for training and practice of Purchasing and Supply Management professionals in Nigeria, or does not have the requisite syllabus and content to issue, regulate or otherwise develop Nigeria’ manpower requirement in Purchasing and Supply Management.

In the succeeding sections, this paper presents a background of the CIPSMN; an overview of the World Bank report on SPESSE Project (P169405), the areas of conflict between provisions of the CIPSMN Act, 2007 and the World Bank SPESSE Project report, as well as the implication of the position of the World Bank SPESSE Project report (P169405).

### **Chartered Institute of Purchasing and Supply Management of Nigeria (CIPSMN)**

The CIPSMN was established to serve as a hub for the development of manpower required to handle procurement and supply management functions in Nigeria’s public and private sectors. Prior to the establishment of the Institute, Nigeria suffered a dearth of qualified personnel with up-to-dated knowledge in the area of procurement and supply management, as there was no holistic manpower training outfit in the area. Nonetheless, the establishment of the Institute addressed this challenge, as the Institute promptly liaised with educational institutions, public and private sector procurement and supply actors, and also consulted with the World Bank and other development partners to develop a framework and syllabus for the study, qualification and certification of procurement and supply management practitioners.

The Institute of Purchasing and Supply Management (IPSM), as it then was, in 1999, was an active member of the Nigerian Task Force in collaboration with the World



Bank and others, and whose recommendation led to the enactment of both the Nigerian Public Procurement Act (PPA), 2007 and the CIPSMN Act 2007, as recommended in the World Bank Nigeria Country Procurement Assessment Report (CPAR) of 2000. The establishment of both bodies was with the intent and purpose of the PPA, to make rules and regulate the procurement process while the CIPSMN train, examine and certify the procurement professionals to manage the process. Particularly, the CPAR of 2000 volume 2, item 58 captioned: "Training and current practice", stated that the Institute of Purchasing and Supply Management (IPSM) now CIPSMN had for many years provided training in public procurement, and so it will be natural to build on the already existing experience of the IPSM to create a certification system for procurement cadres.

### **The World Bank report on SPESSE Project (P169405) 2019**

The World Bank report on SPESSE (P169405) 2019 was the outcome of a project commissioned by the World Bank with the intent to, as expressed on the objective section of the report, "*to develop sustainable capacity in managing procurement, environment and social safeguards in the public sector*". The project was thus intended to identify gaps in capacity requirements in professional procurement staff and environmental and social specialists in the public and private sectors in Nigeria. The project was also supposed to institute strategic programmes to map out the requirements, identify the training/academic institutions, prepare appropriate curricula, carry out capacity building programmes and establish necessary monitoring and evaluation mechanism to assure impact and sustainability.

### **CIPSM of Nigeria Act Vs the World Bank report (P169405) 2019**

The **World Bank report (P169405) 2019** made some claims that does not align with the provisions of the CIPSM of Nigeria Act and also misrepresent the professional reckoning and syllabus of the Institute. These claims are contained in items 8, 13, 14 and 18 of the report.

Item 8 of the **report** states that:

**The lack of adequate procurement capacity has been due mainly to absence of capacity development policy and strategy.** Public Procurement Officials frequently receive ad hoc trainings that do not produce the required build-up or capacity enhancements. Presently, **there is no alignment of procurement training, no certification program, and no sustainable procurement capacity development in the country.** Migrated through lateral transfer after two-week ad-hoc training at the federal level and without such training at the sub-national level, the procurement cadre in Nigeria requires a holistic and long-term investment in capacity building. The regulatory agency that controls public procurement operations at the federal level, the Bureau of Public Procurement (BPP), has the mandate to build the capacity of public procurement practitioners but **this goal has not been achieved due to limited funding.** Some polytechnics **offer only Purchasing and Supplies** courses at Ordinary and/or Higher National Diploma levels. The Lagos Business School organized

short courses in procurement in the past and the Ibadan Business School has also tried to offer short courses in procurement; both sets of courses are neither well defined and structured nor sustainable.

**The Chartered Institute of Purchasing and Supplies Management of Nigeria (CIPSMN) was created for the advancement of the purchasing and supplies cadre; however, the course of study and qualifications for certification are not consistent with those required of a procurement professional.**

In item 13, it was stated that:

These sectors have had their fields as part of university curricula for a long time with the universities offering certificate, undergraduate, postgraduate and Master's degree courses. For instance, many universities in Nigeria have been teaching oil and gas, quantity surveying, architecture, engineering, accountancy, etc. These sectors have also got established professional bodies that are responsible for professional advancement of their members. On the other hand, PES Management are new sectors in Nigeria. For example, public procurement was recognized by the government only in June 4, 2007, after the promulgation of the Public Procurement Act. While the Environmental Impact Assessment (EIA) Act and the National Environmental Standards and Regulation Enforcement Agency (NESREA) were recognized on December 10, 1992 and July 30, 2007 respectively. Social Development is also recognized by government as a professional practice. However, a bill to establish a professional regulatory body for the social development is being finalized at the National Assembly. **As a result, procurement and E&S management lag behind the other sectors in the development of their professional practitioners at all the three levels of professional development: academic, statutory and civil association.**

Item 14 stated that:

**The proposed project is the first attempt to develop and implement curricula for procurement and E&S standards certification in Nigeria by offering professionalization and academic tracks in a custom-made, fit-for-purpose and sustainable manner as a follow-on to the ACE programmes. However, while ACE's focus is on regional collaboration within Sub-Sahara Africa, this project will focus on international collaboration with Nigerian public, private, academic and sector partners.**

While item 18 stated thus:

This project will address all the identified capacity gaps through a strategic program that **maps out the requirements, identifies the training/academic institutions, prepares appropriate curricula, carries out the capacity building programs** and establishes the necessary monitoring and evaluation mechanism to assure impact and sustainability.

The claims of the World Bank as contained in their report and stated above are however brought to naught by relevant sections of the Chartered Institute of Purchasing and Supply Management of Nigeria (CIPSMN) Act 2007 which clearly specify the scope and functions of the Institute.

These relevant sections are cited hereunder:

**Section 1: ESTABLISHMENT OF THE CHARTERED INSTITUTE OF PURCHASING AND SUPPLY MANAGEMENT AND ITS FUNCTIONS.**

1(l) There is established a body to be known as the Chartered Institute of Purchasing and Supply Management of Nigeria (in this Act referred to as "the Institute") which shall be a body Corporate under that name and be charged with the general duty of:

(a) **Determining and reviewing, from time to time, the academic standards, knowledge and skills** that shall be attained by, persons seeking to qualify as registered members of the Chartered Institute of Purchasing and Supply Management in this Act referred to as "the Professional";

(b) **Ensuring that its members maintain a reputable and high standard of behaviour expected of any professional in purchasing, procurement, stores, materials, warehouse; logistics management or supply chain management in Nigeria and other parts of the world;**

(c) **Providing for the training, education and examination of persons desiring to become professional procurers** according to the provisions of this Act; whether in Nigeria or abroad;

(d) Regulating the discipline and professional conduct of its members;

(e) Promoting and projecting the welfare of its members both in Nigeria and abroad;

**Section 5:**

5(10) A holder of the final professional certificate of the Institute shall be **entitled to employment in private and public service** on the same rank applicable to members of other chartered professional bodies in Nigeria.

5(11) A holder of the final professional certificate of the Institute shall, after 3 years of graduation, be eligible for a practicing certificate as a "**Chartered Procurer**" on satisfying the Institute's requirement by attending two consecutive mandatory professional assessment course, at least once in a year and the certificate is subject to renewal every year, on a fee to be determined by the Council.

**Section 11**

11(1) Subject to section 5 of this Act, a person shall be entitled to be registered as a member of the profession if he satisfies the Council that:

(a) Immediately before the commencement of this Act, he holds a qualification approved for members of the Institute and has the prescribed post qualification experience;

(b) He is by law entitled to practice for all purposes as a **procurement practitioner** in the country in which the qualification was granted;

11(8) The **purchasing and supply professionals** from abroad who reside in Nigeria and wish to practice shall, within 12 months after the commencement of this Act; seek registration with the Institute to become members.

11(9) A person shall not be entitled to be 'appointed or engaged to head any **purchasing and supply chain management** of any organization unless he is duly registered as a member of the Institute qualified by examination.

Section 13(2) The Institute shall have **powers to accredit any institution of higher learning offering courses leading to the award of Degree**, Higher National Diploma and Diploma in purchasing and supply in order to maintain standard.

## **Section 16**

16(1) If a person for the purpose of procuring the registration of any name, qualification or other matter:

16 (2) If, on or after the commencement date of this Act, a person who is not a member of the Institute practices or holds himself out as a member in expectation of a reward or takes-or uses any name, title, addition or description implying that he is a member, he is guilty of an offence.

16 (4) A person guilty of an offence under this section is liable-

(a) on summary conviction to a fine not exceeding N50,000.00;

(b) on conviction or indictment to a fine not exceeding N20,000.00 or to imprisonment for a term not exceeding two years, or both such fines and imprisonment;

16 (5) Where an offence under this section which has been committed by a body corporate is proved to have been committed with the consent or connivance of or attributable to any neglect on the part of any director, manager, secretary or other similar officer of the corporate body or any person purporting to act in such capacity, he

as well as the body corporate shall be deemed to have committed the offence and shall be liable to be prosecuted and punished accordingly.

**Section 20: Interpretation section**

**"Institute"** means The Chartered Institute of Purchasing and Supply Management of Nigeria established under section 1 (1) of this Act;

**"Member"** means a chartered member of the Institute registered in any of the six classes of membership;

**"Purchasing and supply professional"** means any qualified member who is into practice or employed by any organization, ministry, corporation and engaged in purchasing, supply, **procurement**, stores, logistics, materials or warehouse management;

**"Supply chain management"** denotes the general coordination of activities that involves **procurement**, purchasing, stores, warehousing, logistics, materials and supply management;

The foregoing shows that the claims of the World bank report does not represent the truth about the status of procurement and supply management in Nigeria as it appears not to understand or has refused to acknowledge that the interpretation of a Purchasing and Supply Professional in section 20 the CIPSMN Act covers the field of procurement in both the public and private sectors in Nigeria as provided for in section 5(10) and 11(9). Therefore, the attempt by the World Bank to distinguish between a purchasing and supply cadre and a procurement cadre is a nullity as procurement is accommodated in purchasing and supply. This fact is further confirmed by the World Bank Procurement Manual (2001) (Procurement Policy and Services Group Operations Policy and Country Services VPU) which states that procurement is a purchasing activity whose purpose is to give the purchaser best value for money. In actuality, the CIPSMN has since its establishment in 2007 been actively engaged in partnering with relevant institutions to develop capacity in procurement and supply management; and the syllabus of the Institute for professional examinations in purchasing and supply management compares to any other used anywhere in the world, as it is based on global best practices, challenges and demand. Below is a comparison of the syllabus of the CIPSMN (2012) and that of the World Bank (2002) Consulting Services Manual.

**Insert Table 1:**

Table 1 shows that the consulting services management content of the CIPSMN syllabus for professional examinations in purchasing and supply management (2012) adequately compares to that of the World Bank procurement consulting services manual (2002). It is therefore uncharitable for the SPESSE Project Report 2019 (P169405) to state that the course of study and qualifications for certification of the

CIPSMN is not consistent with those required of procurement professionals in Nigeria. As the Tables indicate, the syllabus of the CIPSMN (2012) is adequate for study, qualification and certification in procurement.

To further buttress the adequacy of the syllabus of the CIPSMN (2012), Table 2 below presents a tripartite comparison of the World Bank Standard Bid Evaluation Form (SBEF) (April 1996) and Standard Procurement Document (SPD) for goods and works (July 2016), and the CIPSMN Bidding Process and Evaluation content of the syllabus for professional examinations in purchasing and supply management (2012), and the Bureau of Public Procurement (BPP) in Nigeria Standard Bidding Document (SBD).

#### **Insert Table 2:**

Table 2 also indicates that the syllabus of the CIPSMN (2012) is at par with the contents of World Bank Standard Bid Evaluation Form (SBEF) (April 1996) and Standard Procurement Document (SPD) for goods and works (July 2016), and the Bureau of Public Procurement (BPP) in Nigeria Standard Bidding Document (SBD).

In Table 3 below, we compare the current syllabus of the Chartered Institute of Procurement and Supply (CIPS) UK in Procurement and Supply (2018) to that of CIPSMN (2012). The CIPS UK was until the 8<sup>th</sup> of October 2014 known as the Chartered Institute of Purchasing and Supply (CIPS) UK before the British government substituted "Purchasing" with "Procurement".

#### **Insert Table 3:**

Table 3 shows that the syllabus of CIPSMN (2012) is richer in content than that of the CIPS UK in Procurement and Supply (2018), as the syllabus for CIPSMN (2012) contains more core procurement related subjects/courses. The CIPSMN (2012) syllabus incorporates international best practices and builds in global competitiveness while also aligning with the Nigerian Public Procurement Act and system.

### **Conclusion and Recommendations**

The World Bank has been involved in Nigeria's developmental journey over the years. Its involvement is felt in economic, social, environmental, infrastructural, and human capital development. The World Bank is thus regarded not only as a partner; but also as cornucopia of facts about issues in the different sectors of the nation. Therefore, any information given by the body is viewed as true, foolproof and fail-safe. However, the **World Bank report on SPESSE Project (P169405) 2019** falls short of this high regards and expectations; as the report distorted facts, misrepresented the true status of the development of the procurement and supply management profession and the regulatory role and efforts of CIPSMN in Nigeria; and thus misleads the public. One wonder, if the report was deliberately calibrated to serve preconceived ends of vested interests in the World Bank as represented in Nigeria or an innocent mistake resulting from poor research.

As a respected development partner, the World Bank is in the circumstance invited to apprise itself of the provisions of the **Chartered Institute of Purchasing and Supply Management of Nigeria (CIPSMN) Act No. 21 of 2007**, as well as the syllabus

of the CIPSMN (2012) and juxtapose it with the World Bank consulting services manual (2002), and the syllabus of any sister institute anywhere in world to determine if the **SPESSE Project report (P169405) 2019** can be allowed to exist as truth. In the event that the World Bank realizes its errors (whether of omission or commission), it is expected that they (the World Bank) withdraw the **SPESSE Project report (P169405) 2019**, offer conciliatory publication in national and international media to redirect national and international thinking of the truth about manpower development in procurement and supply management in Nigeria. It is also recommended that the World Bank, in keeping with its high global status as a repository of knowledge and information should, always get all required facts before publishing reports in order to circumvent the recurrence of erroneous and misleading publications.

Finally, the World Bank is implored to support the CIPSMN in its efforts to enhance the capacity of procurement practitioners in Nigeria's public and private sectors who desire to become procurement professionals, rather than seek to circumvent the CIPSMN and its establishment Act and further create unnecessary conflict between the BPP and the CIPSMN in Nigeria. Also, the World Bank is invited to strengthen CIPSMN in the advancement of the cause for the institutionalization of training for procurement and supply management professionals by creating and supporting existing departments of procurement and supply management in Nigerian institutions of higher learning; as the seeming politically motivated two weeks ad hoc trainings presently being organized by the BPP pursuant to section 5(k) **“organize training and development programmes for procurement professionals”** and (s) **“co-ordinate relevant training programs to build institutional capacity** of the Public Procurement Act, 2007 is harmful to Nigeria's procurement system in particular and the economy in general. It also does not make the trainees procurement professionals or the BPP a professional body to certify procurement professionals. Rather, the BPP is lawfully required to organize training and development programmes for procurement professionals/professional procurers/purchasing and supply professionals that are certified by the Institute as provided for in section 1(1)(c) of the CIPSMN Act of 2007. Hence, the World Bank should encourage the BPP to enter into a training and capacity building Memorandum of Understanding (MOU) with the CIPSMN, the same way the United Kingdom Government Commercial Function (GCF) on behalf of the UK Cabinet Office did with the CIPS UK in 2017.

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**Table 1:** Comparison between the contents of the CIPSMN syllabus for professional examinations in purchasing and supply chain management (2012) and the World Bank (2002) Procurement Consulting Services Manual: A Comprehensive Guide to Selection of Consultants

TOPICS IN THE WORLD BANK TABLE OF CONTENT	TOPICS IN THE CIPSMN SYLLABUS
<b>1. CONSULTING SERVICES</b> 1.1 Background 1.2 Types of Consulting Services	<b>■ CONSULTING SERVICES</b> A.1. Background A.2. Types of Consulting Services A.3. The quality of consulting services
<b>2. CONSULTANTS</b> 2.1 Main Considerations 2.2 Consulting Organizations 2.3 Particular Types of Consultants 2.4 Evolution of the Consulting Services Industry	<b>B. CONSULTANTS</b> B.1 Main Considerations B.2 Consulting Organizations B.3 Particular Types of Consultants
<b>3. GENERAL POLICIES AND PRINCIPLES IN THE USE OF CONSULTANTS</b> 3.1 Main Considerations in the Selection of Consultants 3.2 Eligibility 3.3 Use of National Capacity 3.4 Associations between Consultants 3.5 Property 3.6 Misprocurement 3.7 Handling of Complaints	<b>C. GENERAL POLICIES AND PRINCIPLES IN THE USE OF CONSULTANTS</b> C.1 Main Considerations in the Selection of Consultants C.2 Eligibility C.3 Use of National Capacity C.4 Associations between Consultants C.5 Property C.6 Information to Consultants



<p>3.8 Information to Consultants 3.9 Consultants Selected and Engaged by the Bank</p> <p><b>4. CONFLICT OF INTEREST</b> 4.1 Main Considerations 4.2 Bank Policy 4.3 Categories of Conflicts of Interest 4.4 Prevention of Conflicts of Interest 4.5 Utility Management Contracts 4.6 Partnerships 4.7 Consultants Engaged by the Bank</p> <p><b>5. FRAUD AND CORRUPTION</b> 5.1 General Considerations 5.2 Most Common Corrupt Practices 5.3 Sources of Allegations 5.4 Investigations and Sanctions by the Bank 5.5 Prevention of Corrupt Practices</p> <p><b>6. TRANSFER OF KNOWLEDGE IN CONSULTANT CONTRACTS</b> 6.1 Main Considerations 6.2 On-the-Job Training of Borrower Staff 6.3 Stand-Alone Training 6.4 Twinning of Organizations</p> <p><b>7. FINANCING CONSULTING SERVICES</b> 7.1 Introduction 7.2 Reimbursable Funds 7.3 Grants and Trust Funds 7.4 Disbursements and Suspension of Disbursements 7.5 Cofinancing of Consulting Services</p> <p><b>8. THE ROLE OF THE BANK</b> 8.1 Main Considerations 8.2 Prior Review 8.3 Post Review 8.4 Assistance to Borrowers</p> <p><b>9. THE SELECTION PROCESS AND SELECTION METHODS</b> 9.1 Steps in the Selection Process 9.2 General Criteria for Selection Procedures 9.3 Selection Methods 9.4 Selection of Particular Types of Consultants 9.5 Time Schedule of the Selection Process</p> <p><b>10. DEVELOPING THE TERMS OF REFERENCE</b> 10.1 Main Considerations 10.2 Drafting Terms of Reference 10.3 Outline of the Terms of Reference</p> <p><b>11. ESTIMATING COST AND BUDGET</b></p>	<p><b>D. CONFLICT OF INTEREST</b> D.1 Main Considerations D.2 Categories of Conflicts of Interest D.3 Prevention of Conflicts of Interest D.4 Utility Management Contracts</p> <p><b>E. Nil</b></p> <p><b>F. CAPACITY BUILDING, TRANSFER OF KNOWLEDGE AND TRAINING IN CONSULTANT CONTRACT ASSIGNMENT</b> F.1 Main Considerations F.2 Objectives and guiding principles F.3 responsibilities of the Consultant</p> <p><b>G. Nil</b></p> <p><b>H. Nil</b></p> <p><b>I. THE SELECTION PROCESS AND SELECTION METHODS</b> I.1 Steps in the Selection Process I.2 Selection Methods I.3 Effectiveness and efficiency in the selection process</p> <p><b>J. DEVELOPING THE TERMS OF REFERENCE</b> J.1 Main Considerations J.2 Drafting Terms of Reference J.3 Outline of the Terms of Reference</p>
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<p>11.1 Main Considerations 11.2 Estimating Cost Components</p> <p><b>12. SETTING THE EVALUATION CRITERIA</b> 12.1 Main Considerations 12.2 Specific Experience 12.3 Methodology and Work Plan 12.4 Qualifications and Competence of Key Staff 12.5 Transfer of Knowledge (Training) 12.6 National Participation 12.7 The Point System 12.8 Evaluation Criteria and Subcriteria</p> <p><b>13. ADVERTISING AND SHORTLIST</b> 13.1 Main Considerations 13.2 Advertising 13.4 Associations between Consultants 13.5 Review and Approval of the Shortlist 13.6 DACON Registration</p> <p><b>14. REQUEST FOR PROPOSALS</b> 14.1 Introduction 14.2 Letter of Invitation 14.3 Information to Consultants 14.4 Technical and Financial Proposal Standard Forms 14.5 Standard Forms of Contract</p> <p><b>15. TYPES AND FORMS OF CONTRACTS</b> 15.1 Types of Consultant Contracts 15.2 Selection of the Appropriate Contract Form 15.3 Bank Standard Contract Forms</p> <p><b>16. PREPARATION, SUBMISSION, AND EVALUATION OF PROPOSALS</b> 16.1 Introduction 16.2 Preparation of Proposals 16.3 Evaluation Committee 16.4 Receipt and Opening of Proposals 16.6 Evaluation of Financial Proposals 16.7 Combined Evaluation and Final Score 16.8 Rejection of All Proposals 16.9 Role of the Bank in the Evaluation Process</p> <p><b>17. EVALUATION PRACTICES OF TECHNICAL PROPOSALS</b> 17.1 Rating System 17.2 Specific Experience of Consultants that Relates to the Assignment 17.3 Adequacy of Proposed Methodology and Work Plan 17.4 Qualifications and Competence of Proposed Key Staff</p>	<p><b>K. ESTIMATING COST AND BUDGET</b> K.1 Estimating Cost Components and Main Considerations</p> <p><b>L. SETTING THE EVALUATION CRITERIA</b> L.1 Types of Technical Proposal L.2 Evaluation Criteria of Technical Proposal L.3 Key professional staff qualifications and competence for the assignment L.4 The Point System and Sub-criteria</p> <p><b>M. ADVERTISING AND SHORTLIST</b> M.1 Advertising M.2.Preparation of Shortlist</p> <p><b>N. REQUEST FOR PROPOSALS</b> N.1 Introduction N.2 Letter of Invitation N.3 Instruction to Consultants N.4 Technical and Financial Proposal Standard Forms</p> <p><b>O. Nil</b></p> <p><b>P. PREPARATION, SUBMISSION, AND EVALUATION OF PROPOSALS</b> P.1 Introduction P.2 Preparation of Proposals P.3 Evaluation Committee P.4 Request and Opening of Proposals P.6 Evaluation procedure for Technical and Financial Proposals P.7 Combined Quality and Cost Evaluation P.8 Rejection of All Proposals</p> <p><b>Q. Nil</b></p>
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<p><b>18. NEGOTIATIONS AND AWARD OF CONTRACT</b>  18.1 Preparations for Negotiation  18.2 Items Subject to Negotiation  18.3 Outline of Negotiation Procedures  18.4 Limits of Negotiations  18.5 Negotiations of Technical Aspects  18.6 Negotiation of Financial Conditions  18.7 Negotiation of Contract Conditions</p> <p><b>19. SUPERVISING CONSULTANTS</b>  19.1 Contract Effectiveness  19.2 Execution of the Assignment  19.3 Completing the Assignment  19.4 Bank Role in Supervision</p> <p><b>20. PREPARATION, SUBMISSION, AND EVALUATION OF PROPOSALS</b></p> <p><b>21. SELECTION OF INDIVIDUAL CONSULTANTS</b>  21.1 Individual Consultants Versus Consulting Firms  21.2 Selection of Individual Consultants  21.3 Hiring of Government Officials and Academics  21.4 Nepotism</p>	<p><b>R. NEGOTIATIONS AND AWARD OF CONTRACT</b>  R.1 Preparations for Negotiation  R.2 Items Subject to Negotiation  R.3 Outline of Negotiation Procedures  R.4 Limits of Negotiations  R.5 Negotiations of Technical Aspects  R.6 Negotiation of Financial Conditions  R.7 Negotiation of Contract Conditions</p> <p><b>S. SUPERVISING CONSULTANTS</b>  S.1 Management of Contracts, Execution and Completing the Assignment</p> <p><b>T. Nil</b></p> <p><b>U. Nil</b></p>
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**Table 2:** Comparison amongst the contents of the World Bank (WB) Standard Bid Evaluation Form (SBEF) (April 1996) and Standard Procurement Document (SPD) for goods and works (July 2016), the CIPSMN syllabus for professional examinations in purchasing and supply chain management (2012), and the Bureau of Public Procurement (BPP) in Nigeria Standard Bidding Document (SBD) for goods and works (May 2011).

TOPICS IN THE WB SPD AND THE SBEF TABLE OF CONTENTS	TOPICS IN THE CIPSMN SYLLABUS	BPP SBD TABLE OF CONTENT
<p>PART 1 – BIDDING PROCEDURES</p> <p>Section I - Instructions to Bidders (ITB)  Section II - Bid Data Sheet (BDS)  Section III - Evaluation and Qualification Criteria  Section IV - Bidding Forms  Section V - Eligible Countries</p> <p>PART 2 – SUPPLY REQUIREMENTS  Section VII - Schedule of Requirements</p>	<p><b>C. Content of bidding documents</b></p> <p>C1. Instruction to Bidders (ITB)  C2. Bid Data Sheet (BDS)  C3. Evaluation and qualification criteria  C5. Bidding form  G1. Eligibility and completeness</p> <p>E1. Schedule of requirements</p> <p><b>A. Bidders qualification</b></p>	<p><a href="#">Section 1. Instructions to Tenderers</a></p> <p><a href="#">B. Tender Document</a></p>

<p>1. Table 1. Identification</p> <p>Table 2. Bidding Process</p>	<p>A1. General experience A2. Particular experience A3. Financial A4. Personnel capabilities A5. Equipment capabilities A6. Bidder/Sellers agent A7. Prequalification A8. Classification A9. Post qualification A10. Selection of consultants</p> <p><b>B. Standard bidding documents</b> B1. History and policy consideration B2. Purpose of the bidding documents B3. Content of standard bidding documents B5. Introduction and principles of standard bidding documents B6. Preparation of procurement notices</p> <p><b>C. Content of bidding documents</b> C1. Instruction to Bidders (ITB) C2. Bid Data Sheet (BDS) C3. Evaluation and qualification criteria C4. Domestic preference C5. Bidding form</p> <p><b>D. Bid securities and payment</b> D1. Semites D2. Payment terms D3. Modes of payment</p> <p><b>E. Schedule of requirements and technical specification</b> E1. Schedule of requirements E2. Purpose of Technical specification E3. Clarity and consistency of technical specification E4. Types of technical specifications E5. Strategic forward and complex specifications</p> <p><b>F. Opening of bids</b> F1. Bid submission/Receiving bids F2. Bid opening procedure F3. Late bids F4. Bid opening records</p> <p><b>G. Evaluation and comparison of</b></p>	<p><b><u>C. Qualification criteria</u></b> <a href="#">11. General Criteria</a> <a href="#">12. Experience Criteria</a> <a href="#">13. Financial Criteria</a></p> <p><a href="#">Section 2. Special Instructions to Tenderers</a> <a href="#">Section 3. 26 Terms of payment</a></p> <p><a href="#">Section 6. Schedule of Requirements</a> <a href="#">Section 5. Tender and Contract Forms</a></p> <p><a href="#">Section 7. Technical Specifications</a></p>
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<p>Table 3. Bid Submission and Opening</p> <p>Table 4. Bid Prices (as Read Out)</p> <p>Table 5. Preliminary Examination</p> <p>Table 6. Corrections and Unconditional Discounts</p> <p>Table 7. Exchange Rates</p> <p>Table 8. Currency Conversion (Multiple Currencies)</p> <p>Table 9. Currency Conversion (Single Currency)</p>	<p><b>bids</b>  G1. Eligibility and completeness  G2. Substantial responsiveness (commercial and technical)  G3. Domestic preference  G4. Computational error</p> <p>G5. Currency conversion</p> <p>G6. General procedure  G7. Lower price  G8. Price plus other factors  G9. Minimum technical specification  G10. Life cycle cost  G11. Quality, price and cost  G12. Multiple lots  G13. Bid selection  G14. Post qualification  G15. Contract award</p> <p>G3. Domestic preference</p> <p>G15. Contract award</p>	<p><a href="#">Section 8. Drawings</a></p> <p><a href="#">Section 2.</a></p> <p><a href="#">E. Submission of Tender</a></p> <p><a href="#">F. Opening and Evaluation of Tenders</a></p> <p><a href="#">F. Opening and Evaluation of Tenders</a></p> <p><a href="#">H. Evaluation Criteria for Domestic Preference for Goods</a></p> <p><a href="#">H. Evaluation Criteria for Domestic Preference for Goods</a></p>
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<p>Table 10. Additions, Adjustments, and Priced Deviations</p> <p>Table 11. Domestic Preference for Goods</p> <p>Table 12. Domestic Preference for Works</p> <p>Table 13. Proposed Contract Award</p>		<a href="#">G. Contract Award</a>
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**Table 3:** Comparison between the contents of the CIPSMN syllabus for professional examinations in Purchasing and Supply Management (2012) and the CIPS UK syllabus in Procurement and Supply (2018)

COURSES/SUBJECTS IN THE CIPS UK SYLLABUS	COURSES/SUBJECTS IN THE CIPSMN SYLLABUS
<p><b>LEVEL 4: DIPLOMA IN PROCUREMENT AND SUPPLY, REF: 603/3924/X</b></p> <p>This level 4 is the highest entry level for CIPS UK leading to their final professional Diploma qualification “<b>MCIPS Chartered Procurement and Supply Professional</b>”.</p> <p><b>Entry requirements:</b> A minimum of at least two A-levels (or international equivalent) or a CIPS Level 3 Advanced Certificate qualification is required. Alternatively, the candidate will need a minimum of two years’ relevant experience in a business environment.</p> <p><b>Courses (all compulsory)</b></p> <ol style="list-style-type: none"> <li>1. Scope and Influence of Procurement and Supply (L4M1)</li> <li>2. Defining Business Need (L4M2)</li> <li>3. Commercial Contracting (L4M3)</li> <li>4. Ethical and Responsible Sourcing (L4M4)</li> </ol>	<p><b>PROFESSIONAL STAGE 1:</b></p> <p>This professional state 1 is an entry level for CIPSMN leading to their final professional Diploma qualification “<b>MCIPSN Chartered Procurer</b>”.</p> <p><b>Entry requirements:</b> A minimum of HND/B.Sc in related fields from recognized Polytechnics and Universities or a recognized and relevant Professional qualification.</p> <p><b>Subjects (all compulsory)</b></p> <ul style="list-style-type: none"> <li>■ Materials Production Planning and Control</li> <li>■ Strategic Distribution Methods and Logistics Management</li> <li>■ Finance for Supply Chain Managers</li> <li>■ Economic Policy Formulation In Nigeria</li> </ul>

<ol style="list-style-type: none"><li>5. Commercial Negotiation (L4M5)</li><li>6. Supplier Relationships (L4M6)</li><li>7. Whole Life Asset Management (L4M7)</li><li>8. Procurement and Supply in Practice (L4M8)</li></ol> <p><b>LEVEL 5: ADVANCED DIPLOMA IN PROCUREMENT AND SUPPLY, REF: 603/3925/1</b></p> <p><b>Entry requirements:</b> For candidates who have successfully completed the CIPS Level 4 Diploma in Procurement and Supply.</p> <p><b>Compulsory courses</b></p> <ol style="list-style-type: none"><li>1. Managing Teams and Individuals (L5M1)</li><li>2. Managing Supply Chain Risk (L5M2)</li><li>3. Managing Contractual Risk (L5M3)</li><li>4. Advanced Contract &amp; Financial Management (L5M4)</li><li>5. Ethical Procurement and Supply (L5M5)</li></ol> <p><b>Elective Courses</b> To choose three electives only</p> <ol style="list-style-type: none"><li>(i) Category Management (L5M6)</li><li>(ii) Achieving Competitive Advantage Through the Supply Chain (L5M7)</li><li>(iii) Project and Change Management (L5M8)</li><li>(iv) Operations Management (L5M9)</li><li>(v) Logistics Management (L5M10)</li><li>(vi) Advanced Negotiation (L5M15)</li></ol> <p><b>LEVEL 6: PROFESSIONAL DIPLOMA IN PROCUREMENT AND SUPPLY, Ref: 603/3926/3</b></p> <p><b>Entry requirements:</b> Candidate will need to have achieved CIPS Level 5 Advanced Diploma in Procurement and Supply.</p> <p><b>Compulsory courses</b></p> <ol style="list-style-type: none"><li>1) Strategic Ethical Leadership (L6M1)</li><li>2) Global Commercial Strategy (L6M2)</li><li>3) Global Strategic Supply Chain Management (L6M3)</li><li>4) Future Strategic Challenges for the Profession (L6M4)</li></ol>	<ul style="list-style-type: none"><li>■ International Business Management</li><li>■ Contract Procedures and Techniques</li><li>■ Legal Aspects of Supply Chain Management</li><li>■ Introduction to Procurement Management</li></ul> <p><b>PROFESSIONAL STAGE 2:</b></p> <p><b>Entry requirements:</b> This is the highest entry level for candidates who have successfully completed all the CIPSMN professional stage 1 (one) subjects by examinations or for holders of HND or B.Sc in Purchasing and Supply Management but must still write Economic Policy Formulation In Nigeria.</p> <p><b>Subjects (all compulsory)</b></p> <ol style="list-style-type: none"><li>1. Project management</li><li>2. International purchasing management</li><li>3. Entrepreneurship development in Nigeria</li><li>4. Purchasing practice and techniques</li><li>5. Purchasing and supply chain management I</li><li>6. Government procurement policy and stores regulations</li><li>7. Stock audit and verification</li></ol> <p><b>Elective subjects</b> No electives</p> <p><b>PROFESSIONAL STAGE 3:</b></p> <p><b>Entry requirements:</b> For candidates who have successfully completed all the CIPSMN professional stage 2 (two) subjects by examinations.</p> <p><b>Subjects (all compulsory)</b></p> <ol style="list-style-type: none"><li>1. Bidding Process and Evaluation Management</li><li>2. Consulting Services Management</li><li>3. Purchasing and Supply Chain Management II</li><li>4. Stores Management and Inventory Control</li><li>5. Procurement Audit and Investigation</li><li>6. Procurement Case Study</li><li>7. Research Methodology</li></ol> <p><b>Elective subjects</b> No elective</p>
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**Elective Courses**

To choose three electives only

1. Strategic Programme Leadership (L6M5)
2. Commercial Data Management (L6M7)
3. Innovation in Procurement and Supply (L6M8)
4. Supply Network Design (L6M9)
5. Global Logistics Strategy (L6M10)

On successful completion the candidate will need to formally apply to be upgraded to MCIPS, or with an up to date CIPS Ethical Procurement and Supply certificate you will be eligible to upgrade to “**MCIPS Chartered Procurement and Supply Professional**”.

**PROFESSIONAL STAGE 4:**

**Entry requirements:** For candidates who have successfully completed all the CIPSMN professional stage 3 (three) subjects by examinations.

**Subject (compulsory)**

1. Project writing and defense

**Elective subjects**

No elective

On successful completion of the project work and defense, the candidate will be issued with a Graduate Membership Diploma (**Purchasing and Supply Professional**). After 3years of graduation, he or she is required by law to attending two consecutive mandatory professional assessment course, at least once in a year, and will need to formally apply to be upgrade to “**MCIPSN**” status as a “**Professional Procurer/Chartered Procurer**”. Please see sections 1(1)(c), 5(11) and 20 of the CIPSMN Establishment Act 2007.



# Assessment of Pension Administration Policy and its Impact on Public Servants and Retirees in Nigeria

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**Abstract:** It is expected that pension should be a regular payment to a former employee following the person's retirement from active working life to ensure the well-being of the retiree and that of his/her dependants. Pension benefit may take the form of a lump sum, also known as gratuity or periodic payment made at stipulated periods. If effectively administered, pension is a scheme that its benefits to a retiree as source of income and even someone in active service as a motivational factor for performance is not in doubt. The situation of retirees in Nigeria has left many in doubt about the viability of the pension policy, hence, the desire for this study to bridge the gap. To achieve the purpose of this paper, secondary sources of data collection were used which enabled us assess the pension administration policy and the impact it has on both retirees and those in active service. Based on the analysis, the paper suspected a pitiable state of pension scheme in Nigeria due to massive corruption which left retirees in a misery situation that sent many to untimely grave. The paper also found the poor state of pensioners currently in Nigeria as being capable reducing the desire to perform among those in active public service as well as breeding excessive corruption. The paper therefore, recommended that Punishments should also be meted out to those who steal pensioner's funds to prevent others who may have the mind and the erring operators to forestall more pension scams in the nation. Not only that, PENCOM too is advised to improve on the delivery of its services; avoid unnecessary bottlenecks in processing pensioner's entitlements, invest pension funds in viable investments to ensure prompt and regular payments to the pensioners, and make the services mobile as much as possible.

**Keywords:** Public Pension, Policy, Retiree

## Introduction

Retirement and pension systems are crucial elements of almost every contemporary welfare system. It is on the basis of these welfare arrangements that old age as a separate and not only residual life stage became part of the lives of a majority of people – retirement is part of the modern institutionalized life course as we know it today (Kohli, 1986). Retirement, or the practice of leaving one's job or ceasing to work after reaching a certain age, has been around since around the 18th century. Prior to the 18th century, humans had an average life expectancy between 26 and 40 years (Gahor & Moav, 2007; 2005). In consequence, only a small percentage of the population reached an age where physical impairments began to be obstacles to working. Countries began to adopt government policies on retirement during the late 19th century and the 20th century, beginning in Germany under Otto von Bismarck (Weisman, 1999). In most developing countries, government restrict working age of public civil servants to prevent an ageing labour force and allowing entrants of young able-bodied labour for

increasing efficiency and productivity (Federal Republic of Nigeria Official Gazette, 2004). This is important because as an employee becomes older, his Marginal Physical Productivity of Labour (MPPL) will decline, thus retaining such an employee in the service of the organization will lead to running an organization at a loss. Hence, why the statutory working age in the public service is fixed at sixty (60) years or thirty-five (35) years of unbroken active working service before retirement, but the Retirement Age Harmonization Act of 2012 stamps the retirement age of judicial officers and academic staff of tertiary institutions at 70 and 65 years respectively because of the belief that “the older, the wiser” (Maji, 2014). Adeniji, Akinnusi & Falola (2017) asserted that during retirement, a retiree public officer usually receives certain benefits in the form of gratuity and pension. Gratuity is the sum total lump paid to a worker on existing from the service either through withdrawal or retirement, while pension is the sum of annuity paid periodically, usually monthly to a public servant who disengages from service after attaining a specified age limit usually 60 years or 35 years of active service (Ezeani, 2001; Ebosele, 2001). The lump sum or gratuity he is paid is meant to enable the retiree finance any post-retirement endeavour of his choice while the pension replaces the monthly salary the retiree gets while he was still in active serve (Babasola, 2000).

In Nigeria’s 2004 Pension Reform Act, it is termed the “Contributory Pension Scheme”. According to Alo (2004) among the Organisation for Economic Cooperation and Development (OECD) countries, France, Italy and Belgium have turned to tax incentives to encourage private insurers to manage an added tier of retirement, while Germany and Sweden are offering incentives to encourage private savings for retirement. Denmark and Finland, on their part, have made additional savings mandatory. The British government is set now to launch a Pension Protection Fund to safeguard the benefits of workers. The Fund, in its initial operating years is expected to be funded from a flat-rate levy on all firms. Presently, the Costa Rican government is considering a number of radical options to reform its pension system. Interestingly, the United States, which has maintained a relatively stable pension regime since 1983, recently embarked on a study of worldwide pension reforms with a view to fine-tuning its own pension system. It is on this perspective that the Nigeria’s Pension Reform Act 2004 is in line with global practice.

Evidences of Olanrewaju (2011) revealed that public pension rights have the potential to affect old-age mortality mainly through two mechanisms. First, the more generous the pension benefits, the higher the income in the older population. This provides more resources that can be invested in health enhancing products and activities. Second, a more generous pension system may, in addition, have a redistributive impact, thus reducing income differences in society, and particularly amongst the elderly. Of particular importance is the potential of well designed pension programmes to reduce poverty amongst older population (Palme, 2006). Okechukwu, Nebo, & Eze, (2016) opines that “a well funded pension scheme helps to spread the cost of benefits evenly overtime and eliminate the difficulties of economic misfortune. This is achievable if the pension fund scheme is properly managed.” However, in Nigeria, observation from Nwawolo and Nwogwugwu (2017) has revealed that most employees are ignorant of

the investment strategies and performance indicators on their contributions. These indicators include the risk factors on the fund to which the contributors or retirees would bear full responsibility in case of poor investment performance. Nwawolo and Nwogwugwu (2017) further explains that the contributors' lack of awareness and participation in the investment of their contributions minimize the opportunity to take decisions to change a non-performing investment portfolio or fund administrator despite the fact that many retirees have to wait for one to two years before receiving their pension lump sum after retirement.

Consequently, the above affect the standard of living of helpless retirees with many of them dying even before accessing their fund. Retirement that was usually referred to as a glorious exit from active service is now anticipated with trepidation. According to Amaike (2016) "ideally, retirement should be a period of rest after years of meritorious service, which is in tandem with the motto of the Nigerian Union of Pensioners which states, 'rest is sweet after labour.'" Unfortunately, the Nigerian government had not provided the enabling platform for retirees to enjoy their rest after retirement.

## **Pension**

Pension is generally conceived as the sum of money paid regularly by employers to employees who have retired from their service usually as a result of attaining a fixed age limit in service or due to other reasons like sickness, widowhood or disability (Nyong & Duze, 2011). According to Gbitse (2008), pension represents regular payment to a former employee following the persons retirement from active working life to ensure the well-being of the retiree and that of his/her dependants. Pension benefit may take the form of a lump sum, also known as gratuity or periodic payment made at stipulated periods. To further explain its importance, Ayegba, James and Odoh, (2013), view pension as a way of being responsible for the welfare of the retirees.

As also recognised by Egbuta (2001); Fapohunda (2013); Mohammed (2013 and Ali (2014) pension therefore is a source of motivation to employees which minimizes labour turnover drastically and contribute to ethical behaviour and high productivity. While in agreement that pension promotes a saving culture among current employees. Idowu (2009), takes it further as he opines that pension programmes are usually put in place to serve as protection for the elderly and retirees against old-age risks, poverty and other uncertainties. In a way therefore, pension can be viewed as a way to relieve or reduce aging problems for retirees without much dependence on government or family and at same time give hope to current employees.

Ijeoma and Nwufo, (2015) describe pension as a vital social security scheme for employees in both public and private sectors of the economy. Furthermore, they believe it can create or contribute to a better environment for economic growth and development since it connotes improvement on the welfare and standard of living of the citizens of sovereign nations. Following in the same line of reasoning, Adebayo and Dada (2012) explain that pension consists of a lump sum payment to an employee upon his disengagement from active service which provides the employee a level of

economic benefit. This is followed with the payment of a monthly stipend to the employee depending on his economic status upon disengagement. To emphasise on its importance, the international labour organisation approves pension either through retirement, old age and survivors' benefit, as one of the solid security attributes (Imhanlahimi & Joseph, 2011).

## **Retirement**

Retirement is defined broadly as the departure event in an individual's life course from a phase of the occupational life cycle (Atchley, 1993, 1996). Rather than a mere withdrawal from paid work, retirement in contemporary social contexts is a complex process inextricably linked with social structures and individual life adjustments. Typically, retirement involves reliance on pension instead of salary as the primary means of financial support and adapting to new options in later life such as leisure pursuits, voluntary activities, and second careers (Szinovacz, 2003).

Retirement is defined as "the fact of stopping work because a worker has reached a particular age" (Hornby, 2001). Also, the term or phenomenon called retirement may be defined as the "termination of one's own employment or career especially when one reaches a certain age or for health reasons" (Garner, 2009). Notably, there are three types of retirement to wit: voluntary, compulsory and mandatory retirements (Madu, 2014). From the definitions of the word retirement herein, it can be gathered that retirement is a statutorily predetermined and fixed period of service by the government. This is usually carried out in consultation with organized labour unions. Be that as it may, the inertia emanating from the major pre-retirement challenges and other conditions could be resolved with attendant alleviation of the inherent fear usually faced by both would-be retirees and actual retirees (Madu, 2014).

Moser (1997) defines retirement as "to withdraw from business or public life so as to live at leisure on one's income, savings or pension". Moser (1997) further explains that for retirement to be successful, prime ingredients must be present: robust health, financial security, and the balance of intellectual, physical, cultural and social activities. Bur (2001) looked at retirement as the act of leaving the service either voluntary or compulsorily where such an employee has completed a specified period of service years or is removed from office by way of compulsory retirement, lay-off, dismissal (for acts of insubordination or misconduct), death, illness, disability or by voluntary withdrawal from service.

Nwachukwu (2000), on his part, defined retirement as a socially accepted means of withdrawing from one's occupation or business in later life to enjoy leisure, freedom or simply to cope with health problems. In his definition, Cole (2002), refers to retirement as 'a period when an employee reaches the end of his working life'. Whatever the definition of retirement, it is very important for any person who works to know that as soon as he or she gains employment, one day he or she will retire and should become conscious of this fact from the onset. Planning is an important component; thinking about the future is a necessary activity.

## **Theoretical Frame work**

The study anchored on Burgess's Activity Theory. Theory was formulated by Tensley and Tenstey (1987) is one of the most popular theories of retirement. The basic assumption of the theory is that individuals with a large number of roles are believed to be better equipped to cope with the loss of single role and interpersonal activity which is regarded as a key feature of successful retirement. New activities tend to compensate for roles that are lost as the individual ages, while leisure values tend to replace work values in maintaining activity level. This theory is relevant to this study because it shows that an individual who suffers job loss will seek for a substitute in order to remain relevant and keep fit which is in line with what pre- retirement planning and counseling is all about. Without activity, the human machine remains unexploited, unchallenged and deteriorates faster than it should.

## **Pension Administration in Nigeria**

Adeniji, *et al*; (2017) maintain that Nigeria being a former colony of Britain received a Pension tradition into her public sector that is entirely modeled after the British structure. The pension system was introduced into Nigeria by the Colonial Administration. The first legislative document on pension in Nigeria was the 1951 Pension Ordinance which had retroactive effect from January 1, 1946. The Ordinance provided public servants with both pension and gratuity. The National Provident Fund (NPF) scheme established in 1961 was the first legislation to address pension matters of private organizations in Nigeria. This was the first social protection scheme for the non-pensionable private sector employees in Nigeria.

Concurrent with Ahmad (2007), pension administration in Nigeria was mainly a saving scheme where both employee and employer contributed certain sum on monthly basis. The scheme provided for only one-off lump sum benefit. The NPF was followed by Armed Forces Pensions Acts No. 103 also of 1972 and by the Pension Acts No. 102 of 1979. Other Pension Acts include; Pension Rights of Judges Act No. 5 of 1985 which states that other than the Chief Justice of Nigeria who has held office as a judicial officer for a period of not less than fifteen years shall be entitled to pension for life at a rate equivalent to his last annual salary plus his consolidated allowances. The Police and other Government Agencies Pension Scheme enacted under Pension Acts No. 75 of 1987, the Local Government Pension edict which culminated in the setting of the Local Government Staff Pension Board of 1987 which was established to take care of pension matters among local government employees.

Balogun (2006) posits that in 1993, the National Social Insurance Trust Fund (NSITF) scheme was set up by Decree No. 73 of 1993 to replace the defunct NPF scheme with effect from 1st July 1994 to cater for employees in private sector of the economy. In 1997, parastatals were allowed to have individual pension arrangements for their staff and appoint Boards of Trustees (BOT) to administer their pension plans as specified in the standard trust deed and rules prepared by the office of head of service of the federation.

The first private sector pension scheme in Nigeria according to Adeniji *et al*; (2017) set up for the employees of the Nigerian Breweries was in 1954. The United African Company (UAC) scheme followed in 1957. Pension scheme is broadly divided into the defined contribution plan and the defined benefits plan. In defined benefit plan, Owojori (2008) observed that the retirement benefits is stipulated usually as a percentage of average salary, but the contribution will vary according to the percentage of the average compensation a participant receives during his or her three earning years under the plan. A major problem of the pension fund administration in Nigeria was the non-payment or delay in the payment of pension and gratuity by the Federal and State governments.

Pension fund administration became a thorny issue with millions of retired Nigerian workers living in abject poverty and they were often neglected and not properly cater for after retirement, (Orifowomo, 2008). Basically, the old scheme has been plagued with lots of challenges and problems. Some of the problems were demographic challenges, funding of outstanding pensions and gratuities, corruption, administrative bottle necks, to mention just a view. However, the problems of the old pension scheme led to the pensions reforms of 2004.

The Pension Reforms Act (PRA) of 2004 as amended in 2014 is the most recent legislation of the Federal Government of Nigeria which is aimed at reforming the pensions system in the country. It encompasses employees in both the public and private sectors. The PRA of 2004 came into being with a view to reducing the difficulties encountered by retirees in Nigeria under the old pension scheme. The new scheme is regulated and supervised by the National Pension Commission. The Commission has the power to formulate, direct and oversee the overall policy on pension matters in Nigeria.

### **Pension Scheme in Nigeria**

The objectives of the scheme according to Section 2, Part 1 of the PRA of 2004 include;

- i. Ensure that every person who worked in either the public service of the federation, federal capital territory or private sector receives his retirement benefits as at when due.
- ii. Assist improvident individuals by ensuring that they save in order to cater for their livelihood during the old age.
- iii. Establish a uniform set of rules, regulations and standards for the administration and payment of retirement benefits for the public service of the federation, federal capital territory or private sector.
- iv. Stem the growth of outstanding pension liabilities.

### **Retirement and Pension in the Public Sector**

A number of legislations have been put in place in Nigeria for the management and administration of public service pensions. Sections 17 1, No. 208 and 309 of the

constitution of the federal Republic of Nigeria (Promulgation) decree No.12 of 1989 stipulate the protection and regulation of the gratuity and pension rights of employees in the public service at the federal State and local government level and the constitution the primary source of pension laws and regulations the country. The major statutes and statutory regulations for the management and administration of public Service pensions currently in force in Nigeria include:

- i. Pension Decree No. 102 of 1979,
- ii. Armed Force Pension Decree No. 103 of 1979: and
- iii. Local Government Staff Pension Board Edicts Enacted by the various State Government Pursuant to a Presidential Directive of 1987

### **The Pension Decree No. 102 of 1979**

The pension decree No. 102 of 1979 which took retrospective effect from 1<sup>st</sup> April, 1974, is the main legal instrument governing public service pension scheme at the federal, State and Local government levels. The pension schemes of the various parastatals. Organisation including government institutions of higher learning as well as research institutes operating the University salary Structure (USS) now Harmonized Tertiary Institution Salary Structure (HATISS 111) Scale are also governed by this Decree. It is important to note that legislation on retirement and pension is a dynamic social phenomenon which requires constant review in order to be abreast of the times.

Consequently, Decree No. 102 of 1979 has been subjected to constant review by way of fresh government regulations, directives and administrative circular to bring it up to date with prevailing social economic conditions in the country. For example, in an attempt to alleviate the impoverishment of a certain category of pensioners in the face of spiraling inflation in the country, the Federal Government increased the minimum pension from N3828:075 per anum to N7, 996:80 per annum in line with the level of the minimum wage, effective from 1<sup>st</sup> October, 1994. The fifteen years period of qualifying service for pension and ten years for gratuity was reduced to ten years and five years respectively, effective from 1<sup>st</sup> June, 1992. The changes effectively reverted things to the situation on the ground between 1<sup>st</sup> April, 1974 and March 1977. The same administrative circular also increased the maximum pension for thirty-five years of service from 70% to 80% of final salary.

An earlier review in September, 1991, Stipulated that the calculation and payment of retirement benefit be hence forth be based on the retiring officers total annual emolument rather than just basic terminal annual salary, as originally provide in the pension Decree. A following review conveyed in another Establishment circular of 25<sup>th</sup> January, 1993, categorized the components of unit of a public officer's total annual emolument.

## **Pension Reform Act 2004**

Pension Reform Act 2004 provides, among others, that the Scheme shall apply to all employees in the Public Service of the Nigerian Federation, Federal Capital Territory and the Private-Sector organizations in which there are five or more employees. During this period all the pension schemes were non contributory, meaning that employees do not contribute from their salaries towards the pension or gratuity. The burden was solely on government and as wave of people joined the rank of pensioners, government soon began to find it difficult to pay. Among the features of the pre 2004 era include assisting improvident individuals to save in order to cater for their livelihood during the old age; establish a uniform set of rules, regulations and standards for the administration and payment of retirement benefits for the public service of the federation, federal capital territory or private sector; stem the growth of outstanding pension liabilities and secure compliance and promote wider coverage; the rate of contribution in Section 9(1) specifies the contribution by the individual in the public service of the Federation and the Federal Capital Territory, a minimum of 7.5% by the employer and a minimum of 7.5% by employee and in the case of military, a minimum of 12.5% by the employer and a minimum of 2.5% by the employee, whereas in other cases, a minimum of 7.5% by the employer and a minimum of 7.5% by the employee. The main concern of the scheme is safety of the fund and the maintenance of fair returns on the amount invested, (Section 72). The need for safety is emphasized in determining the quality of the instrument to invest in and a PFA is expected to adopt a risk management profile in making investment decisions with due regard to the credit rating of companies registered under the investment and securities Acts of 1999.

However, the pre 2004 era was not without its shortcomings among which are differentiation between public and private sector, problem of poor administration, corruption, ineligible pensioners on the pension payroll and inability of government to pay as when due as a result of high number of pensioners. Moreover, the problems identified above brought about reforms which led to the pension 2004 reform act. The passing into law of the contributory pension act of 2004 also known as pension reform act 2004 marked a new era of pension administration, (Olanrewaju, 2011). The act created a unified law for both the public and private pension administration and make contribution towards pension compulsory for both the employer and the employee. The act ensures every person who worked in either the public service or private sector receives his benefits when due and assists improvident individuals to save for the future.

Eme, Uche & Uche (2014) observed that before the enactment of the Pension Reform Act 2004, which establishes a contributory pension scheme for all employees in Nigeria, the country had operated a Defined Benefit (DB) pension scheme, which was largely unfunded and non-contributory. The Scheme led to massive accumulation of pension debt and became unsustainable largely due to lack of adequate and timely budgetary provisions, as well as increases in salaries and pensions. The administration of the scheme was very weak, inefficient, less transparent and cumbersome, leading to bureaucracy and highly liable to corrupt practices.



## **Pension Reform Act 2014**

On July 1st 2014, President Goodluck Jonathan signed into law the new Pension Reform Act 2014 which repealed the Pension Reform Act 2004 (repealed Act). The key objective of the reform according to Taiwo (2014) are to ensure contributors receive their benefits as and when due and to assist improvident. While the new act is generally a step in the right direction, some of the changes introduced appear not to have been well thought through and some of the changes appear to have been made at the last minute thereby creating some gaps, ambiguities and inconsistencies within the law. According to Taiwo (2014), the advantages of this new reform law are:

- i. Withdrawal from Retirement Savings Accounts - The new Act creates another condition in which a contributor may be allowed to withdraw from his retirement account. An employee who disengages from employment or is disengaged before the age of 50 and is unable to secure employment within 4 months of disengagement is allowed to make withdrawals from the account not exceeding 25% of the total amount credited to the retirement savings account.
- ii. Choice of Pension Fund Administrator - Employees continue to have the right to choose their PFA. This right has been extended to cover employees whose employers operate a closed pension scheme. Such employees now have the right to choose an external PFA. Where an employee fails to open a Retirement Savings Account (RSA) within 6 months after assumption of duty, his employer can now request a PFA to open a nominal RSA for such employee for the remittance of his pension contribution.
- iii. Investment of pension funds - The Act expands the scope of investments in which pension funds can be invested and this includes specialist investment funds and other financial instruments the Commission (Pension Commission or *PenCom*) may approve. While this is a good thing on one hand, care should be taken not to lose sight of the need to protect and preserve contributors' wealth.
- iv. Offences and penalties - The Act includes a few novel provisions with respect to offences and penalties. The Act criminalises an attempt to commit an offence and imposes the same penalty as the offence itself. The penalties for misappropriation have also been increased. In addition to a prison term of 10 years and a fine of three times the amount misappropriated, a convicted person would refund the amount misappropriated as well as forfeit to the federal government any property, asset or fund with accrued interest or the proceeds of any unlawful activity under the Act in his/her possession, custody or control. In addition to the above and with particular reference to Pension Fund Custodians (PFCs), the Act imposes a penalty of at least 10 million Naira upon conviction, where the PFC fails to hold the funds to the exclusive preserve of the PFA and *PenCom* where it applies the funds to meet its own financial obligations (in the case of a director, 5 million Naira or a term of 5 years imprisonment or both).
- v. Pension protection fund - A pension protection fund has been created under the new Act to include annual subvention of 1% of the total monthly wage bill payable to employees in the public sector, an annual pension protection levy (the

percentage of which is to be determined by PenCom) and income from investments of the Pension Protection Fund. The objective of the Fund is to guarantee a minimum benefit to contributors in the event of any shortfalls in the investment of pension funds and any if withdrawn within 5 years. Tax is limited only other use PenCom may determine from time to time.

- vi. Dispute resolution - Any employee aggrieved with his employer or PFA is obligated to approach PenCom for redress before exploring arbitration or commencing an action at the National Industrial Court. Under the repealed Act, the avenues for dispute resolution were limited to Arbitration and the Investment and Securities Tribunal.

### Impact of Public Pension Administration Policy on Retirees and Public Servants in Nigeria

Different public pension policy were introduced both military and civilian administration in Nigeria to impact positively on workers after retirement, but it is sad to note that one of the reasons why the pension scheme has not achieved its objective because of lack of fund and late payment of pensioners' benefits. These and other palpable reasons make the retirees to live in misery to the extent that some people referred to them as "dead woods". Pension Reform Act of 2004, section 4c stipulates that: "Retirees will have not less than 50% of their last pay as monthly pension as at the date of retirement". Unfortunately, none of the retirees enjoyed this amount since the inception of the Act till date (Kajusola, 2015). Although, Derowaju, (2012) noted that many retirees' benefits are delayed because some of them do not inform their Pension Fund Managers before retirement; this results to late clearance from the employers and incomplete documentation with the PFAs. According to Chilekezi (2005) Due to lack of reliable records of pensioners, huge amount of resources on what became yearly verification exercises were expended which did not result into the timely and efficient payment of pension to the retirees.

Eme, Uche & Uche (2014) it is worthy to note that before the enactment of the Pension Reform Act 2004, which establishes a contributory pension scheme for all employees in Nigeria, the country had operated a Defined Benefit (DB) pension scheme, which was largely unfunded and non-contributory. The Scheme led to massive accumulation of pension debt and became unsustainable largely due to lack of adequate and timely budgetary provisions, as well as increases in salaries and pensions. The administration of the scheme was very weak, inefficient, less transparent and cumbersome, leading to bureaucracy and highly liable to corrupt practices which often impact negatively on the lives of the retirees in terms of denying them access to their pension.

The Federal Government in June 2004 introduced a pension system that is sustainable and has the capacity to achieve the ultimate goal of providing a stable, predictable and adequate source of retirement income for each worker in the country. The Pension Reform Act 2004 ushered in a Contributory Pension Scheme (CPS) that is fully funded, privately managed and based on individual accounts for both the public and private sector employees in Nigeria (National Pension Commission, 2006). The Act also

established the National Pension Commission (PenCom) as the sole regulator and supervisor of all pension matters in the country. This new pension scheme lasted for ten years. Within this era, pension scams, low level of coverage and non-remittances of pension deductions led to the tinkering of the scheme and has not been effectively improved the standard of living for retired employees in Nigeria.

## **Conclusion**

Retirement from active service is a phase in life that every worker reach whether planned for or not. Most of the basic challenges experienced by retirees have been outlined as including discrimination by the society, sudden death, health issues among others. Thus, we suggested strategies both at the micro and macro levels to ease the pains and problems associated with retirement, e.g. saving towards retirement, having personal savings account among others. This paper provided an analysis of the nature and design of defined contribution plans, their institutional arrangements as well as the governance structures of the pension policy in Nigeria.

However, because of the challenges of pensioners at life after active service, bearing in mind that pension provision will continue to gain recognition as retirees place less reliance on family to look after them at old age, comprehensive accounting standards for retirement benefits must be established to protect the pension funds. This is when the benefits of the pension reforms can be enjoyed by the beneficiaries and their continuous loyalty guaranteed.

## **Recommendations**

- i. Administrative bottlenecks, as well as unnecessary bureaucratic principles should be removed, so as to ensure effective and efficient administrative system of the new scheme.
- ii. There is need for government to enlighten the public on the importance of planning towards retirement and the contributory pension scheme. This will go a long way to reduce the stress of having to cope with life after retirement. To deal with the issue of corruption at the pension board, government needs to look at first the organisations that are deducting and not remitting as this seems to be on the increase.
- iii. Also contributors should be empowered to compel their employers to remit contributions. Aside from this, government should see to the enforcement of sanctions/penalties in the 2014 pension Acts on defaulting employers so they can comply with the regulations.
- iv. Punishments should also be meted out to those who steal pensioner's funds to prevent others who may have the mind and the erring operators to forestall more pension scams in the nation. Not only that, PENCOT too is advised to improve on the delivery of its services; avoid unnecessary bottlenecks in processing pensioner's entitlements, invest pension funds in viable investments to ensure prompt and regular payments to the pensioners, and make the services mobile as much as possible.

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# Incorporation of Western Education and Skill Acquisition in Almajiri System as a Panacea for Unemployment and Poverty Eradication in North-East Nigeria: A Case Study of Borno, Bauchi and Yobe States

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**Abstract:** *This study examined the incorporation of western education and skills acquisition in Almajiri system of education as a panacea for unemployment and poverty eradication. The integration of both western and almajiri system of education into meaningful achievement with regard to knowledge development and youth empowerment have become relevant in the society. The training of almajiri children into various fields of endeavour for them to shoulder responsibilities can sustain them as person and contribute their quota to the development and progress of humanity. The findings table 4.6 showed that all items can be adopted as strategies for improving the Almajiri system of education which are the system should be integrated into UBE curriculum. Government should fund the system, vocational skill should be introduced into the system, infrastructural facilities should be provided into the system, private sectors should participate, parents should be charged fees, policies should be enacted. The study recommends that Government should consider addressing the general welfare of the Almajiri to avoid street begging and its social effects on the pupils as well as the society at large. Government should also formulate policies that will incorporate both western and skills acquisition capable of sustaining innovation and educational development of Almajiri system through designing curriculum research purposes.*

**Keywords:** *Education, Skill Acquisition, Unemployment & Poverty*

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## Background to the Study

The western education was European's system of education that has been developed, introduced and spread in the worldwide especially African countries in the general view. As the Western form of education was associated with Christianity it was approved by the missionary influenced the traditional belief system of other related system. This practice was not common but their occasional occurrence provided enough grounds for western societies to look down upon African culture. Western education also created a new class of educational people who could understand each other's point of view and could overcome tribal and local differences more easily than those who were not educated. By mastering foreign ideas and concepts, communication became easier, even many countries through western education gave the background for struggle for freedom of their various country's independence

including Nigeria that helped the acquaintance with western concepts of democracy, equality and justice.

“Almajiri” in Hausa languages means ‘disciples’ immigrant children in search of knowledge on Quranic education. The Quranic School is the primary level of traditional Islamic education. It is an institution which as its origin traced to the prophetic period of Islamic education. Historians have traced the Almajiri system of education to the beginning of the 11th century, largely promoted by leading light of Isla who were determined to spread Islamic knowledge and learning long before the amalgamation of the Northern and Southern protectorate of British Nigeria. The word Almajiri coined from the Arabic word “Almuhajirin” which came as a result of Prophet Muhammad’s migration from Mecca to Medina. From the Islamic perspectives, the word was first used by the Prophet Muhammad to indicate those of his companies (European Scientific Journal) Muhajirin who migrated with him for the sake of Islam from Mecca to Medina.

The Hadith did not discriminate against age or status, in another Hadith collection by Walial-din (1997), the Prophet said “go in search of knowledge”, and the above Hadith shows that the search for knowledge is the lost property of the believer wherever he see, he pick it up”. These and many other similar Hadith propelled Muslims to go in search of knowledge. The Almajiri system started in the 11th century, as a result of the involvement of Borno rulers in Quranic literacy. Seven hundred years later, the Sokoto Caliphate was founded principally through an Islamic revolution based on the teachings of the Holy Qur’an. These two empires run similar Quranic learning system which over time came to be known as the Almajiri system.

### **Concept of Skill Acquisition**

According to Speelman (2019) a skill is seen as ability to do something well usually gained through training or experience. It is the science that under movement, learning and execution and is commonly termed (William & Ford, 2015). Each stage embodies unique characteristics relative to an athlete’s of performance of a skill or activity. Musa & Isa (2016), skill acquisition may be viewed as a process of making superlative output a general characteristics of one’s behaviour in a given field. It involved gradual change from less affective behaviour, extremely proficient one, a skilled worker is one who adopt in his trade or a person who attained excellence in a particular trade undertaken. Skill acquisition therefore involve painstaking effort, discipline, practice and drilling well as reviewed.

According to Musa (2018), unemployment is a key economic indicator because it signals the ability or inability of workers to readily obtain gainful employment to contribute to the product output of the economy. More unemployed workers mean less total economic production will take place than might have otherwise. This means an economy with high unemployment has lower output with a proportional decline in the need for basic consumption. Persistent unemployment can signal serious distress in an economy and even lead to social and political upheaval Rowsco (2020) unemployment is clear economists divide unemployment into many different categories. The two broadest categories of unemployment are voluntary and involuntary unemployment or

according to Diggers (2019) unemployment is often misunderstood, it includes people who are waiting to return to a job after being discharged,

## **Research Methodology**

### **The Study Area**

The political zone referred to as North-eastern Nigerian comprises of the present state Bauchi, Yobe and Borno, among the prominent factors that make an area a unit of historical study are its geography and human activities. The area shares various geographical, economic, social and political features. We shall examine how the geography of the area provided for the favorable human settlements in which agriculture and pastoralism flourished, we shall also look at how migration, trade and commerce brought the people together for peaceful co-existence. It concludes with an analysis of this peaceful living and the lesson it entails for the contemporary zone and Nigeria at large.

### **Source of Data**

The study utilizes both primary data collection with all interview guides for the communities translated into the local Hausa language. This were combined with observation studies of the Almajiris on the streets and in their school/honest. FGHDs were held with selected parents and the Almajiris, key information interviews with mallams, government officials, Imams, civil society representatives, former Almajiri and a principal of an islamiyya secondary school in summary, 60 respondents participated in the study, also utilized the secondary data source as information were obtained from Sangaya, journals, textbooks, internet facilities and other relevant documents.

### **Population of the Study**

According to 2006 population and almajiri tsangaya counting statistically in North-eastern was estimated to have a 2,197,897 almajiri language schools. The research is a descriptive research with a target population which contains parents, Almajiris, malam, government officials, Imam and civil societies were selected areas in North-East, with a total number of three hundred and six (306) people:

i.	Parents	80
ii.	Almajiris	90
iii.	Mallam	40
iv.	Government officials	36
v.	Imam	20
vi.	Civil society	40
Total		306

### **Sample Size and Sampling Techniques**

The researcher adopted purposive sampling techniques, followed by random sampling from some selected North-East, the sample size for the study is 306 respondents,



### **Method of Data Collection**

The method employed survey methods which involves drawing questionnaire were divided into two sections A and B. Section A is concerned with the biodata of the respondents while Section B were used in answering the questionnaire. A four point Likert scale with Strongly Agree (SA), Agree (A), Disagree (D), Strongly Disagree (SD) with total number of 18 items. The questionnaire were validation by four lecturers in the Department of Education, Government officials, civil societies and mallams. Useful corrections were made for reliability before the actual data collection piloting of instruments were settlement base on convenience sampling.

### **Method of Data Analysis**

The study will use descriptive statistics using frequency distribution, tables, simple percentage, inferential statistics (Chi-square) and mean were used for computation. To demonstrate the presumed incorporation of western education and skill acquisition in Almajiri system as a panacea for unemployment and poverty eradication in Northern-east Nigeria, Borno, Bauchi and Yobe State.

## **Results and Discussion**

### **Data Presentation**

A total of three hundred and six (306) questionnaire were distributed but only two hundred and eighty-six (286) were duly completed and returned. The data analysis is based on the 286 valid questionnaires, the presentation is divided into two sections i.e. Sections A and B. Section A. deal with biodata of the respondents and Section B deal with the main research. Similarly, the study was simple percentage, inferential statistical (Chi-square), descriptive statistical to test the distinctive in response to incorporation of western education and skill acquisition in Almajiri system as a panacea for unemployment and poverty eradication in Northern-east Nigeria, Borno, Bauchi and Yobe State. Table 4.1: The respondents were required to indicate their age, gender and occupation as a source of information. The summary of respondents' responses to item of their background information is shown in Table 4.1 and 4.2 respectively.

### **SECTION A: BIO DATA**

Table 4.1: Distribution of respondents by Age

Age	Frequency	Percentage (%)
20-30 years	90	31.47
31-40 years	100	34.97
41 years and above	96	33.57
Total	286	100

Field Survey, 2021

Table 4.1 showed that 31.47% of the respondents are within the range of 31-40 years, 33.57% of the respondents are within the range of 41 years and above.

Table 4.2: Distribution of respondents based on occupation

Occupation	Frequency	Percentage (%)
Trading	80	27.97
Civil servant	76	26.57

Farming	70	24.47
Others	60	20.97
Total	286	100

Source: Field Survey, 2021

Table 4.2 showed that 27.97% of the respondents were civil servants, 26.57% of the respondents were mallam, 24.47% of the respondents were housewives while 20.97% of the respondents engage in other businesses. Research Question One: What are the challenges facing Almajiri system

Table 4.3: Distribution of Respondents Challenges

S/N	Items	SA	A	D	SD	U
1.	Lack of facilities	40	80	70	40	56
2.	Poor funding	28	75	60	65	58
3.	Lack of adequate training for teachers	30	70	66	80	40

Source: Field Survey, 2021

Table 4.5 showed the distribution of respondents by challenge of the Almajiri system of education. The result showed that all variable had a mean rating of 3.00. The second variable were considered as the highest rate by 3.70 while the 3<sup>rd</sup> and 5<sup>th</sup> variable were the lowest rated by 3.00. This means that they were accepted as the challenges facing the Almajiri system of education.

Research Question Two: What are the adequate of the Almajiri school curriculum system?

S/N	Items	SA	A	D	SD	U
1.	The curriculum provide opportunity for literacy numeracy	48	60	25	78	75
2.	The curriculum of Almajiri for opportunity for career guidance	75	86	40	60	25
3.	The curriculum of Almajiri system of education prepares the learners for total development of the individual	80	51	25	90	40
4.	The curriculum of the Almajiri provide vocational training	23	83	90	30	60

Source: Field Survey, 2021

Table 4.4 showed that the distribution of respondents by the adequacy of Almajiri school's curriculum. The result showed that all variables had a mean rating below 3 points. The highest variable is the 1<sup>st</sup> variable rating 2.80 while the lowest variable is the 3<sup>rd</sup> variable rating of 1.90. This means that the Almajiri school curriculum because is not adequate.

Research Question Three: What are the strategies for improving the Almajiri system of education?

Table 4.6: Distribution of respondents by strategies for improvement

S/N	Items	SA	A	D	SD	U
1.	Integrating UBE into Almajiri system of education funding	80	30	76	25	75
2.	Introduction of variation skills in the	90	25	96	40	35

	curriculum					
3.	Government should provide essential facilities to Almajiri schools	70	40	83	28	65
4.	Parents should be charged fed to support the system	56	40	75	85	30
5.	Government should enact policies and ensure the implementation to discourage begging	95	25	60	80	26

Source: Field Survey, 2021

Table 4.6 showed the distribution of respondents by strategies for improving the Almajiri system of education. The result showed that all variable had a mean rating above 3 point while the strategies for improving the Almajiri system of education variable 4 is considered. The high rate variable which is rating is 3.60 and low rated variable are 6<sup>th</sup> and 7<sup>th</sup> by 3.20.

**Chi-square Computation table**

O = Observed Score  
 E = Expected Score  
 Σ = Summation  
 DF = Degree of Freedom

O	E	I-E	(O-E) <sup>2</sup>	$\frac{(O-E)^2}{E}$
80	40	40	1600	40
90	45	45	2025	45
40	20	20	400	20
36	18	18	324	18
20	10	10	100	10
40	20	20	400	20
				$X^2 = 150$

Source: Field Survey, 2021

The degree of freedom (C – 1) (r – 1)

(6-1) (2-1)

5 x 1 = 5

At  $\alpha = 0.05$  level of significance, the critical table value is 153 while the table value is 11.071, is less than the calculated value, the null hypothesis (Ho) and conclude that there is no significant relationship between the Almajiri system and poverty eradication.

### **Discussion of Major Finding**

The findings of the study are discussed based on the research questions raised in Chapter one of this research study. The finding on table 4.3 showed that items 1, 2, 3 a and 4 which states that Almajiri are denied basic needs, families sometimes loss their loved ones, the health of Almajiri is at risk, Almajiri's are exposed to environmental hazards were identified as some of the implication of Almajiri system of education. The finding on Table 4.4 showed that items 1-7 which are the curriculum provides

opportunity for literacy, numeracy, the curriculum of Almajiri offers opportunity for career guidance, the curriculum provides vocational; training, the curriculum of Almajiri prepares the learner for total development of individual, the curriculum offers experiences that enable the Almajiri fit well into present society. The finding in Table 4.5 showed that all items were accepted as the challenges facing the Almajiri system of education which are: lack of facilities, poor funding, teacher's lack of adequate training, poor implementation of policies and inadequate curriculum. The findings table 4.6 showed that all items can be adopted as strategies for improving the Almajiri system of education which are the system should be integrated into UBE curriculum. Government should fund the system, vocational skill should be introduced into the system, infrastructural facilities should be provided into the system, private sectors should participate, parents should be charged fees, and policies should be enacted. Dukka (2018) suggested that more determined efforts should be made to support Quranic and Islamiyya schools. The welfare of mallams and Almajiri and the expansion of Quranic education curriculum should be looked into by the Government.

### **Policy Implication of the Finding**

The focus of this research is on incorporation of western education and skill acquisition in Almajiri system as a panacea for unemployment and poverty eradication in North East in order to strengthen peace and economic development, the north should plan to formulate new policies on good governance, transparency and accountability to achieve its aims of Almajiri system of education in North-east. The study also disclosed that proper formulation of policies on Almajiri school system that will be supported by government to tackle the problems facing in Almajiri school system and respect rule and regulation to retrieve our teaching Almajiri and insecurity and also affect the Almajiri curriculum school system in North-east to improve all system of Almajiri.

### **Conclusion**

The Almajiri children abuse is prevalent and falls within a region where natural resources are severely limited and growth infinite sustainable solution to the problems of addressing the Almajiri issue, in that check children migration into the cities for almajiri Quranic education. The improved material well being of human kind that would aid developing countries. The quality of education in Nigeria has continued to motivate and incentives for mallam and other teachers in the society. Education is an instrument meant for human and material development, it is through education of western and Almajiri system that moral, ethical and cultural values of the society are imparted. The type of education one receives determines one's perception and productivity.

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# Effect of E-governance on the Performance of Civil Servants in Jigawa State. Nigeria

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**Abstract:** *E-governance is an emerging trend in organizations both public and private to ensure high level performance. The Civil Service has embraced it in order to heighten the performance of workers. This study therefore assessed the effect of e-governance on the performance of civil servants in Jigawa State. The population of the study is 4273 respondents while the sample size is 366 respondents which were obtained using Yamane's formula, however, only 352 were retrieved as valid and used for analysis. Data were collected through the use of structured questionnaire which were administered to the civil servants in the selected ministries. The study used inferential tools for data analysis. The hypotheses were tested using ANOVA analysis. The finding of the study revealed that e-governance has enhanced the skills of the civil servants in the performance of their statutory responsibilities. It has also positively enhanced official communication among civil servants in Jigawa state as well as positively impacted the administration salary in the state. Furthermore, the study established that e-governance has enhanced the payment and collection of salaries in Jigawa state. E-governance has enhanced the detection of fraud and monitoring of administration of salary in the state. Power supply is a major challenge on the implementation of e-Governance in Jigawa. The study concludes that E-governance positively affects the performance of civil servants in Jigawa State. The study recommends among others that the state government should deliberately educate the civil servants on ICT through seminars.*

**Keywords:** *e-Governance, Performance, Civil servants, Skills, Communications, Salary Administration*

## Introduction

The emergence of e-Governance in Nigeria can be traced to the advent of democracy in 1999. The first real activity in this regard was the development of government websites. These efforts were uncoordinated and only a few agencies with the resources could establish online presence although the government continues to seek policies and strategies that will accelerate the deployment of the necessary infrastructure. In pursuance of this objective the government established the National Information Technology Development Agency, (NITDA) under the Ministry of Science and Technology (MOST) to champion the development of Information Technology (IT) in Nigeria and midwife implementation of the national IT policy. NITDA is also charged with the responsibility of implementing e-Governance initiatives using National e-Governance Strategy Limited, (NeGSt), a Public-Private-Partnership (PPP) as a special purpose vehicle (NITDA, 2001).

In recent times, some components of e-Governance have already commenced in the Nigerian Customs, the programme is a computerised customs management system which covers comprehensive, integrated customs information and foreign trade procedures, the Nigerian Immigration Service, computerization of Land and Certificate of Occupancy in the Federal Capital Territory Administration (FCTA). The payroll of some organizations are also being computerized i.e. (e-Payment), online checking of West Africa Examination Council

(WAEC), National Examination Council (NECO) and Joint Admission and Matriculation Board (JAMB) result as well as National Youth Service Corps (NYSC) postings are part of real time and cost effective services which are part of e-Governance.

Some States of Nigeria especially Jigawa State embraced the use of ICT in their governance process with the introduction of Galaxy Information Technology Telecommunication (GITT) in 2001 with aim of bringing the latest technology in digital communication to facilitate and deliver a range of quality Internet Protocol (IP) based on multimedia services.

Consequently, State Government has strategically established over 30 computer training centres across the state. The centres are highly equipped with cutting-edge ICT training and learning equipment, ranging from computer sets, networks, and other peripherals. Institute of Informatics was established in 2001, more than 7,000 students graduated and many of them are today either part of the emerging e-Government sector or part of entrepreneur's community setting up small ICT business outfits in the new Jigawa. Therefore this study aims to:

- i. examine the implementation of e-Governance on skills of civil servants in Jigawa State;
- ii. examine the effect of e-Governance on official communication in Jigawa State;
- iii. assess the effect of e-Governance on administration of salaries in Jigawa State; and,

## **LITERATURE REVIEW**

### **Concept of e-Governance**

The concept of electronic governance (e-Governance) is defined as the application of Information and Communication Technology (ICT) to the government processes to be Simple, Moral, Accountable, Responsive, and Transparent (SMART) governance (Heeks 2011). E-Governance, means 'electronic governance' is using information and communication technologies (ICTs) at various levels of the government and the public sector and beyond, for the purpose of enhancing governance (Bedi, Singh and Srivastava, 2001; Holmes, 2001; Okot-Uma, 2000). The UNESCO (2005) sees e-Governance as the public sector's use of information and communication technologies with the aim of improving information and service delivery, encouraging citizen participation in the decision-making process and making government more accountable, transparent and effective. E-Governance is defined as the, "application of electronic means in the interaction between government and citizens and government and businesses, as well as in internal government operations to simplify and improve democratic, government and business aspects of Governance." (Backus, 2001). According to Kettl (2002) "Governance" is a way of describing the links between government and its broader environment - political, social, and administrative." The application of electronic links means the interaction between government and citizens and government and businesses, as well as in internal government operations to simplify and improve democratic, government and business aspects of Governance.

### **e-Governance and Skills of Civil Servants**

E-Governance has become an indispensable tool for workers empowerment, improvement, development and actualization of service. In terms of e-governance, ICTs and the internet imply modernized service delivery processes with regarding to sharing of data, business process redesign and human resources; both clerical staff and managers need to develop a new and

challenging set of skills, and apart from basic technical skills, general managers need an understanding of information management and the information society (Nasser et al, 2005).

Training; the basic purpose of training is to help employees build their skills which will increase their performance and ultimately it will lead towards greater organizational productivity. The need of training arises when top management changes its philosophy, values or way of operating. Training can also include career development activities to help employees make better choices about their careers. Training consists of on the job and off the job training. On the job training consists of some practical interface with workplace instrument and off the job training consists of seminars and schools etc. (Sallau, 2014). Training can be done through a company's intranet or through Internet, using a variety of multimedia such as audio, video conferencing and links to resources which offers a solution to remote learning. The advantages of this process are quite noticeable. First, its flexibility – one of characteristics appreciated by most employees allows learners to choose the time and place of study no matter when or where they are as long as they have internet connection. The flexibility in methods and content of courses also improve the quality and effectiveness of learning. Second, cost reductions (administrative costs, travel expenses, opportunity costs, instructional costs and the like) can be achieved in many ways, which promotes this training method among worldwide organizations. Finally, this is a strategy of talent attraction and retention because companies understand that one of employees' needs is to enhance knowledge and improve their competencies through self-study to get promoted in their career ladder (Elnaga & Imran 2013).

The Nigeria federal civil service officials are expected to perform their duties with political neutrality, anonymity and impartiality. The major roles of civil servants are in policy making, supportive in its national objectives and economic development. Efficiency is needed for civil servants at federal and states levels, since it measures the performance of tasks expected to be done. The introduction of office automation and information technology has assisted to strengthen skills and knowledge. According to Bhuiyan (2011) major computerization and infrastructure development in the public sector in state has been taking place to replace internal manual work processes by ICT-based automation. Similarly, the impact of computer education on the efficiency of civil servants in Nigeria cannot be over-emphasized. The civil servants need to be educated in ICT, so that the use of typewriters, filling of information on papers in cabinets, keeping of documents and letters in files are modernized through automation.

### **e-Governance and official Communication**

Nwachukwu (2000) defines communication as a means through which the task and the resources needed to carry out an assignment, the roles and duties and the expected results are made known to the subordinates. Thus effective communication is therefore the transfer of message, followed by feedback, from the receiver to the sender, indicating an understanding of the message. Employee communication is the dissemination of information which is related to the daily performance of an employer's job and also important if the worker is expected to be an effective member of staff. It connotes a consideration of human beings as a vital resource (Van-deer 2016). Myers and Avison (2002) defined organizational communication as "the central binding force that permits coordination among people and thus allows for organized behaviour," In many ways, organizations have evolved in directions that make the latter view more appropriate. Changes confronting organizations and the associated changes in organizational forms have made organizational communication increasingly important to overall organizational functioning. Information and Communication Technology is said to be the foundation for sound communication, communication helps greater coordination and interaction among workers,



good communication helps in motivating the workers, and communication helps in establishing links between different hierarchies and functions of management, communication clears confusion, misunderstanding and delays in administration, it helps in achieving maximum productivity with minimum cost, it helps in building genuine human relation. Communication is not only an essential aspect of these recent organizational changes, but effective communication can be seen as the foundation of modern organizations (Okot-Uma, 2001)

Effective communication between leaders and employees is critically important for the potential success of a company. Leaders need to enact strategies to improve communication that could lead to positive work consequences (Okot-Uma, 2001), ICTs improves in supervisor-subordinate communication will assist organizations toward the goal of managing diversity by promoting equality and integration in the workplace. Effective communication succeeds when employees support the leader and the organization if there is a belief that employees' efforts will be rewarded. Leadership succeeds when initiating response or responding to change and leadership is inextricably linked to the credibility of those leading. Constituents will become willingly involved to the extent that they believe in those sponsoring the change (Van-der, 2002).

ICT allows a government's internal and external communication to gain speed, precision, simplicity, outreach and networking capacity, which can then be converted into cost reductions and increased effectiveness - two features desirable for all government operations, but especially for public services. ICT also enables timelessness usefulness, transparency and accountability, as well as networked structures of public administration, information management and knowledge creation. In addition, it can equip people to participate in an inclusive political process that can produce well-informed public consent, which is, increasingly, the basis for the legitimacy of governments (Van-der, 2002). e-Government being facilitated by offers a host of transformation capabilities ranging from radically shrinking communications and information costs, maximizing speed, broadening reach, to eradicating distance Nkwe (2012)..

ICT has made sending of information from one source to the other easier and simple. The awareness and use of computer system can be found in almost every office due to the high standard of the communication network (Heeks 2004). The usefulness of computer to the society is in various forms, such as in health, government, military, business and education. Aribisala (2008) asserted that efficient management of personnel and other resources of Nigerian Armed Forces depend on the use of computer-data, on several defence related matters which are daily assembled by radars, solar, as well as other military and intelligence sources. These data are stored, processed and analysed to gain a proper understanding of detonation of explosive, land mines etc., through the use of remotely controlled computerized robots. In industry and technology, computer has a wide range of industrial application like Computer Aided Design (CAD) systems which are used to automate the production of design drawing and design change. It is also used to assist in the creation, modification analysis or optimization of a design. All these are carried out through communication system.

Harthony (1990) stated that communication system carries a mixture of voice, data and image signals that are used effectively as intelligent rods in communication system acting as switches, multiplexes, demulti-plexens protocol converters. Muhammad, et-al (2010) emphasized that the importance of computers in the exchange of electronic mail (e-mail) with other users, transfer of public domain software from another computer into another disk so that anybody can run the programme on the computer and hold conference with a number of other users. This is one of the major applications of computers in communication.

### **e-Governance and Administration of Civil Servants Salaries**

Payments of salaries policies nowadays become one of the strongest weapons to attract and retain competent employees especially in the fierce war for talent. A good payment system, hence, helps the organization to achieve its strategic objective by having a positive impact on employees' loyalty, commitment and performance. e-payment is effecting payments from one end to another end through the medium of the computer without manual intervention beyond inputting the payment data, it is the ability to pay the suppliers, vendors and staff salaries electronically at the touch of a computer button. The Federal Government of Nigeria through its treasury circular ref. No TRY/A8 & B8 of 22nd October, 2008 directed that payments from all funds of the Federal Government of Nigeria be made electronically as from 1st January, 2009 in order to eliminate the un-acceptable delay in the payment of government transaction; minimize interaction between payees and payers who have roles to play in the payments; check corruption because transaction of government can easily be traced from one source to another, introduce and institutionalize financial probity in the activities of government. (Nwachukwu, 2015)

E-payment tools refer to web-based software tools which enable an organization to do a full package of rewarding tasks ranging from gathering, storing, manipulating to analyzing, utilizing and distributing payment data and information Nkwe (2012). Leveraging technology may help them to achieve such goals with less effort. First, payment data and information are now available online and easy to access anytime from anywhere – their office, home, on vacation, on the other side of the globe without support of IT staffs or sophisticated technology infrastructures. Such “round the-clock availability” of essential payment information has been appreciated by line managers and employees as well as managers who now believe that the part of burden to answer all kinds of payment related calls is relieved from their shoulders. Elnaga and Imran (2013) argued that e-governance can be used not only to inform and implement salary policies, but, more importantly, to tailor rewards and compensation to individual employees' needs. He concluded that in an attempt to win the global war for talent, firms rely on ICTs to create tailored payment systems that generate a bigger bang with individual employees.

The benefits of an electronic payment of salaries, which include: Processing cost reduction; a feature-rich electronic payment system lowers associate process cost and time by automatically initiating and processing payments; Minimize overdue payments: A best-in-class electronic payment system accelerates credit and collections by giving customers, collections groups and internal departments greater visibility into payment status; Simplify Dispute Management: With an electronic payment system, companies enjoy improved data accuracy and automated disbursement, receipt and payment processing to streamline vendor dispute management; Increased Compliance: An e-payment system makes it easier to track and monitor data to ensure adherence to complex compliance regulations and all business rules; enhanced security: An electronic payment system is highly secure, safeguarding cardholder data and preventing payment fraud better than paper-based payments can achieve; improved Workflow Efficiencies: Increased automation is a key feature of a robust electronic payment system, enabling less reliance on time-consuming and costly manual business processes; Greater Visibility into Financial Supply Chain: With access to reports and comprehensive corporate financial history, an electronic payment system gives management and other authorized users easy access to snapshots and detailed reports to improve decision-making and process efficiency (Jamshed, 2012)

## **Theoretical Framework**

### **The New Public Administration Theory**

This research, adopted the New Public Administration theory because the theory is a reliable tool for achieving of greater efficiency in the activities of the state institutions. The New Public Management is characterized as a rational approach to manage the public sector. It relevant to the study effects of e-Governance on the performance of civil servants which is assessment efficiency of civil servants using ICTs in discharging his roles and responsibilities.

Precisely the cardinal doctrines of NPA are: Responsiveness: The administration should bring about certain internal as well as external changes so that public administration could be made more relevant to the social, economic, political and technological environment. For this to happen the administration has to be more flexible and adaptable to the various changes. Client Centricity: this means that the effectiveness of the administrator should be judged not only from the point of view of the government, but from that of the citizens. If the administrative actions did not improve the quality of life of citizens then they are not effective notwithstanding whatsoever rationality and efficiency they may have. Structural Changes: the new public administration approach calls for small, flexible and less hierarchical structures in administration so that the citizens' administration interface could become more flexible and comfortable. The organizational structure should be in with the socially relevant conditions. Multi-disciplinary in nature: knowledge from several disciplines and not just one dominating paradigm build the discipline of public administration. The political, social, economic, management and human relation approaches are needed to ensure the growth of discipline. Politics-Administration Dichotomy since administrators today are involved in policy formulation and policy implementation at all the stages. Dichotomy meaning "a division or contrast between two things that are or are represented as being opposed or entirely different". Awareness: Bring attention to the works of a public administration and the task that public administrators carry out for the community and for the government. Jobs of public administrators affect communities and mass amounts of people. The importance of the job should be highlighted.

Structure Change: Public Administration is moving in many different directions, it is more often called Public Management now. This is because the job is moving towards a direction of not only implementing policy to people but also managing policies as it trickles down through the law process, so that it is realistic for community's and the people in them. Jack of All Trades: the best public administrators tend to be someone who has knowledge in politics and law, but also has a hand in community functions. This allows for a smooth transition from policy to implementation. Change: With the changes in the world, the job of public administration has changed.

## **Methodology**

Study was conducted in Jigawa State of Nigeria which has population of About 3.6 million people inhabit Jigawa State (Population Census 2006). Jigawa State Government has staff capacity 54, 050 as of October 2016 across 16 ministries, 30 boards and parastatals. It Government implemented many ICT strategic and projects. A sample three hundred and sixty six (366) respondents was drawn from a population of four thousand two hundred and seventy three (4,273) Civil servants of the selected Ministries Jigawa State, which is 4273 (State Civil service commission, 2017) using Taro Yamani. Data was obtained from the responses of the respondents through the use of structured questionnaire measured on a five point likert scale. Data obtained was analysed by Inferential Statistics, using the Statistical Packages for Social Sciences will be used in this regard.

## Results and discussions

A total of three hundred and sixty-six (366) questionnaires were distributed to the respondents who are officials of government but three hundred and fifty-two (352) were retrieved as valid and used for data analysis.

Table 1: ANOVA Summary on Skills of Civil Servants

	Sum of Squares	df	Mean Square	F	Sig.
<b>Between Groups</b>	.636	3	.212	1.975	.117
<b>Within Groups</b>	37.353	16	.107		
<b>Total</b>	37.989	19			

Source: Field Survey, 2021

Decision: the calculated value is 1.975 while the critical (table) value is 3.88. Therefore null hypothesis is rejected because the calculated value is more than the table value. The study concludes that there is significant relationship between e-Governance and skills of civil servants in Jigawa State. The finding of the study from the hypothesis tested showed that there is significant relationship between e-Governance and skills of civil servants in Jigawa State. This is indicative of a very strong relationship between the implementation of e-governance and the skills of the civil servants in Jigawa state. This corroborates the study by Nasser et al, (2005) that both clerical staff and managers need to develop a new and challenging set of skills, and apart from basic technical skills, general managers need an understanding of information management and the information society. And that of study by Zambrano (2008) which showed that the application of e-governance has increase speed and reduces inaccuracies of the civil servants. However, the finding of the study in table 4.6 revealed with 312(88.6%) disagreed that Civil servants have not acquired skills of e-Governance which has reduced inaccuracies.

**H0<sub>2</sub> There is no significant effect of e-Governance on official communication in Jigawa state.**

Table 2: ANOVA Summary Table on e-governance and communication

	Sum of Squares	Df	Mean Square	F	Sig.
<b>Between Groups</b>	7.781	3	2.594	18.755	.000
<b>Within Groups</b>	48.125	16	.138		
<b>Total</b>	55.906	19			

Source: Field Survey, 2021

Decision: the calculated value is 18.755 while the critical (table) value is 3.88. Therefore null hypothesis is rejected because the calculated value is higher than the table value. The study concludes that there is a significant effect of e-Governance on official communication in Jigawa state. The implication of the finding is that there is a e-governance has significant effect on the pattern and mode of communication among the civil servants in Jigawa state which

agrees with the finding of Egbule, Solomon, Konye, and Abel (2016) also discovered that there is a significant positive relationship between the use of Information and Communications Technology (ICT) and Employee service delivery.

**Ho<sub>3</sub> e-Governance has not significantly affected the administration of salaries in Jigawa state.**

**Table 3: e-Governance and Salary Administration (Contingency Table III)**

**ANOVA Summary Table**

	Sum of Squares	df	Mean Square	F	Sig.
<b>Between Groups</b>	11.544	3	3.848	12.115	.000
<b>Within Groups</b>	110.535	16	.318		
<b>Total</b>	122.080	19			

Source: Field Survey, 2021

Decision: the calculated value is 12.115 while the critical (table) value is 3.88. Therefore null hypothesis is rejected because the calculated value is greater than the table value. The study concludes that e-Governance has significantly affected the administration of salaries in Jigawa state. The implication of the finding is that e-governance has significant effect on salary administration in Jigawa state this, corroborates the work of Elnaga and Imran (2013) which argued that e-governance can be used not only to inform and implement salary policies, but, more importantly, to tailor rewards and compensation to individual employees' needs

## Conclusions

Based on the findings of the study, it can be concluded that e-governance has enhanced the skills of the civil servants in the performance of their statutory responsibilities. It has also positively enhanced official communication among civil servants in Jigawa state as well as positively impacted the administration salary in the state.

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# Poverty Alleviation Programmes in Nigeria: A Study of the National Poverty Eradication Programme Performance in Abia State, 2001 – 2010

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**Abstract:** Poverty is a household name most especially in developing countries. However, it is a plague that affects all people across the globe. Government at all levels had embarked on policies and measures at different times to ameliorate or eradicate this malaise to no effect. This study adopted poverty alleviation programme in Nigeria with particular focus on the performance of NAPEP in Abia State, particularly between 2001-2010. Poverty alleviation is the most difficult challenge facing Nigeria and its people and the greatest obstacle to pursuit of sustainable socio-economic. Past and present administrations have tried several way to address this ugly situation led to various introduction of schemes and programmes by most government to the creation of National Poverty Eradication Programme, in all states of the federation and Federal Capital Territory during the Obasanjo's administration. The survey research design was adopted while the cluster random sampling technique was used to select the sample. Taro Yamane's formula was used to determine the sample size of 500 in a population of 501 respondents while the Structural-Functionalist Theory was adopted as the theoretical framework. Responses were analysed using simple percentages presented on tables and statistical charts, while Chi-Square ( $X^2$ ) was used to test hypotheses. Findings revealed that there are numerous poverty alleviation programmes with unsatisfactory performance in Nigeria. Also, NAPEP has contributed positively to poverty alleviation while there are also traces of highjacked by the few elites in Abia State, amongst others. In line with the findings, the study recommended that the capacity of NAPEP should be strengthen through improved budgetary allocations. Also, government anti-corruption efforts should be proactive in dealing with matters concerning poverty reduction programmes/agencies and the beneficiaries in Nigeria, amongst others.

**Keywords:** e-Governance, Performance, Civil servants, Skills, Communications, Salary Administration

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## INTRODUCTION

This study examines poverty alleviation programmes in Nigeria with particular focus on the National Poverty Eradication Programme Performance (NAPEP) in Abia state. Nigeria has the third highest number of poor people living on earth on the Human Development Index (V20:2020). This position underscores not only the limited choices of Nigerians, but also defines the critical development being faced by government.

The Nigerian economy faces enormous challenges despite human and material resources endowment which gave her the potential to become Africa's largest and a major player in the global economy. But much of its potential has remained untapped, putting attainment of MDGs by 2015 in jeopardy (NPC, 2005, and V20:2020).

Poverty alleviation has called for world attention by making it No. 1 Millennium Development Goals (MDG's). Inadequate growth and high unemployment rate is the



main cause of poverty in Nigeria. According to NPC, (2005) poverty alleviation is the most social menace facing Nigeria and its people and the greatest hindrance to the pursuance of sustainable socio-economic growth. The overall goal of economic development is improvement in human well-being.

Evidence had shown that the poverty line in Nigeria has been on the increase from 27 percent in 1980 to 66 percent in 1996, by 1999 it estimated that more than 70 percent of Nigerians lived in poverty (NPC, 2005). Life expectancy is a mere 54 years, and infant mortality (77 per 1,000) and maternal mortality (704 per 100,000 live births) are among the highest in the world.

According to NPC 2005, Aminu and Onimisi, 2004 and Eleagu, 2013 averred that the sorry state of poverty in Nigeria led to World Bank (1996) to describe Nigeria as a paradox. This is because Nigeria is a country of immense wealth with human, agricultural, petroleum, gas and large untapped solid minerals, yet with high level of poverty line. Particularly worrisome is that the country earned over US\$300 billion from one resource- petroleum- over decades of the twentieth century. But rather than record progress in national socio-economic development, Nigeria retrogressed to become among the poorest countries whereas she was supposed to be among the richest.

Over the years, Nigerian government had made different attempts to reducing the poverty line in Nigeria which led to different poverty alleviation programme. Poverty alleviation is one of the challenge facing the third world countries and the greatest hindrance to the pursuance of sustainable socio-economic growth (NPC, 2005, Baghebo and Emmanuel, 2013). Inadequate growth and high unemployment rate is the main cause of poverty in Nigeria. The lack of growth affects a range of activities in the economy and to boost the economic growth is to empower the people as a means of revitalizing the weakened social pillar. Majority of Nigerians citizens according to (2006 census) citizens live below the poverty line and have limited or no access to basic necessities for a decent human existence. These necessities include potable water, good housing, clothing, shelter, adequate nutrition, basic education, primary health care, security, reliable transportation, sound infrastructure and sustainable sources of livelihood (NPC, 2005, V20:2020 and Amadi, 2014).

The poverty line in Nigeria have stratified between the haves and have not, between the north and the south, between the educated and the uneducated. Poor people are more likely to live in rural areas and have larger families than the rest of the population thereby given room for tensions and social conflicts which has eroded the fabric that held the society together (NPC, 2005). Social conflicts in various localities in Nigeria has increased poverty not only in areas affected by inflows of internally displaced people but people not displaced often face inadequate infrastructure and other facilities needed to earn a decent living (NPC,2005).Poor parents beget poor children, creating a kind of dynasty of meeting the MDGs statistics from the 1996 survey indicate that poverty is deep and pervasive, with an estimated 70 percent of the population living in poverty (NPC, 2005).

In addition, Nigeria records gross under achievement of the Millennium Development Goals (MDG's) with a significant amount of its population still living below the poverty

line, and with food insecurity among others. According to Ukpong (as cited in Eleagu, 2013) observes that poverty subjects one not to be respected or regarded as a person in the society. To ameliorate poverty in Nigeria, attempts have been made by various governments to curb the challenge of poverty. It is observed that people no longer suffer and smile but suffer, cry and die. The height of poverty line in Abia State is worrisome, according to Anyebe (2014) affirmed that inspite of most governments efforts on embarking on one form of poverty alleviation strategy or the other the extent to which these programmes have impacted on the poor or positively reduce the poverty rate in Abia state is on the minimal. United Nation's Development Programme report (as cited in Eleagu, 2013) posits that Nigeria is 141 poorest nations on Human Development Index and number 20 poorest countries in the world with 70% of its population been poor and 54.4% living in absolute poverty. It is observed that the fight against poverty is yet to record any success in the alleviation of poverty line in Nigeria.

Evidence had shown that poverty has been a serious menace confronting Nigeria since independence in 1960. According to Kale (as cited in Eleagu, 2013) averred that the poverty line in Nigeria has increased with almost 100 million people living on less than \$1 a day despite strong growth. He also went further to state that those living in absolute poverty are those who can only afford the basic essentials of foods, shelter and clothing and if measures are not taking into cognizance to break the gap between the rich and the poor that the poverty line will be on increase by 2011. Also according to Kale (as cited in Eleagu, 2013) poverty line has slightly increased to 71.5 percent, 61.9 percent and 62.8 percent respectively in 2011 and the Gross Domestic Growth had also increased since then. Most governments in Nigeria have introduced policies, programmes and strategies geared towards the reduction of poverty but with no good success.

Anyebe (2014) averred that the introduction of Agricultural Development Projects (ADP) of 1975 and Operation Feed the Nation (OFN) initiated by the Obasanjo's administration. The aim of the programmes was for the people to have adequate food and fight against hunger which is an element of poverty alleviation in Nigeria. Also in 1986, The Shagari's Administration introduced the Green Revolution (GR) to improve agricultural production and ensure the development of rural dwellers through agro industries, good network of feeder roads, educational facilities, health facilities, electricity, potable water and the like in the rural areas (Amadi, 2014). According to Amadi and Anyebe (2014) noticed the programmes launched by Babanginda to deal with absolute and relative poverty such as the Directorate of Food, Roads, and Rural Infrastructure (DFRRI) and Better Life Programme to the mobilization, empowerment of women at the grass root level. Also during the Abacha administration Community Bank (CB) and Petroleum Trust Fund (PTF) was launched to reduce poverty line in Nigeria to its bearest minimum. The transition to democracy between 2001 - 2010 laid a solid foundation for economic growth and development in Nigeria by Obansanjo launching a Poverty Alleviation Programme (PAP) to eradicate poverty thereby providing over 200,000 menial-based jobs and creating employment to increasing restive youths (NPC, 2005 &Anyebe, 2014).

In order to ameliorate the poverty line in Abia State; a take-off grant of N6 billion was given for the establishment of the NAPEP schemes in all the states of Nigeria. A study in 2011 cited in Eleagu 2013 observed that 100,000 unemployed youths were trained under its Capacity Acquisition Programme (CAP) while 5,000 were trained as fashion designers. Also 50,000 unemployed graduates also partook in the NAPEP Mandatory Attachment Programme, (MAP).

The CAP and MAP was the programme initiated in Abia State to train people both secondary school leavers and graduates. The secondary school leavers were trained in various skills and menial jobs in the areas of agriculture, construction of roads, motor mechanic, hair dressing, furniture making, tricycle (keke) after which they are mobilized to start up their own business so as to get a better living for themselves and their immediate family. It is observed that with huge amount of money sunk for the alleviation of poverty in Nigeria, poverty line is still alarming if not tripled over decades.

According to Tersoo 2013 cited in Eleagu, 2013 affirmed his study on NAPEP on wealth creation in Benue state by saying that Nigeria is a country endowed with rich and natural resources, but over populated with poor people which implies "poverty in the midst of plenty". Also Tersoo noted that in 1960 the poverty line was 15% of its population and in 1980 it rose to 28%, while in 1985 arose to 46% which dropped 43% in 1992. By 1992, the Federal Office of Statistics estimated poverty rate in Nigeria rose to 66%.

NAPEP got all forms of governments, civil society organization, research institutions, organized private sector, women groups and concerned individuals in the eradication of poverty in Nigeria (Eleagu, 2013).

But after about four months of NAPEP implementation there was harsh criticisms of the programme by the public that led the government to constitute an Ad hoc panel to review it and in 2001 four other schemes of NAPEP was established to centrally fight against poverty from all forms of government according to Francis & Nweze (as cited in Eleagu, 2013). The failure of most government to alleviate poverty as was envisaged by the MDGs prompted the initiation of NAPEP.

## **LITERATURE REVIEW**

### **Poverty Alleviation**

Poverty alleviation is one of the most difficult challenges facing any third world countries where, on the average, majority of population are still living in abject poverty. Evidence had shown in Nigeria the number of those poor is alarming, for instance the number increased from 27% in 1980 to 46% in 1985 and to 67% in 1996, by 1999 it increased to more than 70% according to Baghebo, and Emmanuel 2015, Amadi, 2014, Eleagu, 2013 and NPC 2005,. The high incidence of poverty in the country has made poverty alleviation strategies important policy options over the years with varying result.

Iwuoha and Obi, 2013 cited in Eleagu, 2013 affirmed poverty alleviation as programmes aimed at improving the living standard. Also Baghebo and Emmanuel, 2013 views

poverty alleviation as programmes in Nigeria which the government objectives is to revamp and rebrand the economy.

According to Reutlinger cited in Banjo, 2019 defines poverty alleviation as the set of purposive acts and processes taken by the government both state and globally to look into the problems of poverty. Ogundikpe cited in Banjo, 2019 conceptualized poverty alleviation as the efforts made by people to provide the basic necessities of life to his family. In the view of Ogundikpe alleviation strategies will be a success when given proper attention to address issues, identify the measures to be adopted and look at it properly for who will benefit from it.

The election of Chief Olusegun Obasanjo as the President and Commander in Chief of the Nigerian Armed Forces amidst thunderous expectations of a new dawn and the mountain of problems and decay the country have found itself over the years took a radical departure from his predecessors. His first tenure in office was on the consolidation of democracy and thereafter, he focused on banking and Telecommunication reformation. He also initiated the NEEDS, SEEDS, and LEEDS at all levels of the state. The NAPEP among others is indeed a national policy instrument for the reduction of poverty and sensitizing development in the country (Amadi, 2014, Baghebo and Emmanuel, 2014, NPC, 2005 and Obadan, 2002).

The Aim of the alleviation programme is on wealth creation, creation of employment, reduction of poverty and the general orientation of values of the programme.

### **Poverty Eradication**

There have been government attempts at PAP and eradication of which NAPEP are the most recent ones. The rationale behind the definition of NAPEP was established in 2001, by the Obasanjo's administration as a corrective and alternative poverty alleviation eradication programme with the purpose of improving the living conditions of the Nigerian populace, especially the poor and the unemployed according to Iwuoha and Obi, 2012 cited in Eleagu, 2013. The mandate of NAPEP is to eradicate all forms of poverty, ensure better delivery and maximum impact and effective utilization of available resources. To achieve effective poverty eradication led to the establishment of YES, SOWESS, RIDCS and NRDCS.

Poverty eradication is the ability to increase the basic needs of life such as having enough and adequate food to eat, good water to drink, good network of roads, power supply, good housing, quality education, shelter, adequate health care facilities, and free from indebtedness and dependency. Poverty alleviation Scheme was to reduce absolute poverty in Nigeria to its nearest minimum; absolute poverty in this context connotes a condition in which a person is unable to provide her basic livelihood for human survival such like food, clothing, shelter, transport, education, health and the like. To actualize the dream of the poverty eradication in Nigeria means that all Nigerian would be provided with the following:

- a) Steady source of good income
- b) Basic health care services or facilities
- c) Good quality and high nutritional diet
- d) Good quality education

- e) Good portable drinking water
- f) Good standard housing units
- g) Good road network and other means of transportation.
- h) Stable and affordable power supply.
- i) Good security and environment for production and trades.

According to Aliyu 2001 (cited in Amadi ,2014) opined that various tiers of government were involved to provide jobs to about 214,367 graduates and unemployed restive youths who were to be paid ₦3,500,00 every month while the federal government rolled out plans to still maintain continuity with the participants of the programmes which is categorized into three groups. These are:

- i) Skilled unemployed
  - ii) Unskilled and uneducated
  - iii) Unskilled /Semi unemployed
- 1) **Skilled Unemployed:** These groups of persons are trained in various vocational skills but need mobilization to enable them establish sustainable viable ventures.
  - 2) **Unskilled and uneducated:** This are group of persons who need formal education through the Universal Basic (UBE) programme and after which they would be provided with permanent menial jobs in the areas of agricultural road maintenance, tree planting.
  - 3) **Unskilled /Semiskilled Unemployed:** This is the combination of persons without formal educational training but need to be trained for a period of three to twelve months and after which they will be incorporated to a construction or manufacturing companies for a period of three years to enable them acquire additional skills. They will therefore be settled with micro-credits.

### **An Overview of NAPEP in Nigeria**

In Nigeria, poverty has evolved over decades to become a critical development, poverty alleviation expresses the efforts of government, non-governmental organization and other agencies to improve or provide a better condition to the poor. The improvement of the general condition of man is to have self-respect, free to make his or her own decisions of life, and empowering the poor to participate in socio-economic and political decisions. The purpose of poverty alleviation is to empower the poor which embraces total transformation of the economic, social, psychological, political and legal circumstances of those not in the corridors of power. The purpose for the evolvement over years is centrally focused on rural development and eradication of poverty.

According to the World Bank Report 2020 and Aluko 1995 cited in ObikezeAnanti, and Onyekwelu, 2015 views poverty as the inability to get a minimum standard of living and lack of command to provide for his or her consumption. Agbi (2011) cited in Obikeze, Ananti, and Onyekwelu, 2015 averred that poverty in Nigeria is characterized by hunger, homelessness, malnutrition, alarming rate unemployment, human trafficking, kidnapping, drug abuse, and prostitution among others. She also argued that majority of Nigerians are living in abject poverty which handful of persons live in opulence.

However, in a bid to reduce the alarming rate of poverty in the country has led to diverse government adopting one poverty reduction strategy or the other but have

yielded little or no success. The dawn of democracy in 2001 gave an impetus to address the needs of the poor and underprivileged. The Obasanjo's administration initiated the PAP with the aim of promoting employment and fighting against unemployment. There was a colossal wastage that led to the establishment of NAPEP, in 2001, with the purpose of eradicating poverty. Through the NAPEP, ministries such as Agriculture and Rural Development, Education, water Resources, power and steel, employment labour and productivity, women affairs and youth development, Health, works and housing environment, finance and National planning commission also worked in collaboration with NAPEP.

Again, agencies like Universal Basic Education Commission, (UBEC), Nigerian Agricultural Cooperative and Rural Development Bank (NACRDB), River Basin Development Authorities (RBDA), Small and Medium Industries (SMI), Bank of Industry (BOI), Power Holding Company of Nigeria. (PHCN), National Directorate of Employment (NDE), National Primary Health Care Development Agency (NPHCDA), and Federal Mortgage Bank of Nigeria. (FMBN), Incorporated to make NAPEP a success.

According to Abdullahi, 2008 cited in Anyebe, After about four months, of NAPEP establishment was marred with criticisms of over- centralization, unsustainable design, over polarization , irregular payment, uncoordinated management and lack of monitoring logistics and high-level of corruption.it was on this premise, that President Olusegun Obasanjo set up a presidential panel headed by Professor Ango Abdullahi to look into the blueprint for Youth empowerment scheme which after their findings led to the recommendation and replacement of NAPEP which gave birth to the following schemes.

1. **Youth Empowerment Scheme (YES):** This provides Job Opportunities in skills acquisition, employment and wealth creation to youths. The primary aim of the programme is to empower the youth economically.
2. **Rural Infrastructure Development (RIDS):** The aim of the programme is to provide and irrigation of water rural-urban transportation; rural telecommunication, rural energy and power supply.
3. **Social Welfare Services Scheme (SOWESS):** This scheme ensures the provision of quality forms and special education, health care services, remedial programmes for destitute and physically challenged and so on.
4. **National Resources Development and conservative scheme (NRDCS):** It educates the farmers on the negative effect on the prolonged use of synthetic fertilizer on soil quality and encourages the usage of organic fertilizers for better soil protection and preservation.

#### **Empirical Review**

Diverse studies reveal that poverty is a global phenomenon as ascertained by the United Nations Development Programme (UNDP). The empirical findings of poverty alleviation were achieved by reviewing others related literature.

According to central Bank of Nigeria 1999 cited in Alfa, Otida and Audu, 2014 defines poverty as:

*A state where an individual is not able to cater adequately for his or her basic needs of foods, clothing, and shelter; is unable to meet social and economic obligations, lacks gainful employment, skills, assets and self-esteem, and has limited access to social and economic agriculture such as education, health care, potable water, sanitation and consequently has limited chance of advancing his or her welfare to the limit of his or her capabilities.*

With the Central Bank of Nigeria (CBN) view of poverty showed the growing incidence of poverty in Nigeria have stratified Nigeria society between the haves and have-nots, between the educated and the uneducated. The implication of this is that the inability to provide for the family could make one to do anything to keep his family going. And for him to be respected, recognized and regarded in the society, would push him to indulge in one crime or the other. According to New Express as cited in Eleagu, 2013 observed in the 1990s, Abia witnessed high rate of criminality such as armed robbery, kidnapping, illicit drug dealing, child trafficking, prostitution and the like. According to World Bank's View on poverty as the inability of a person to provide or meet his basic needs. A person is seen to be poor when he lives below minimum level.

A closer observation reveals that those involved in the various heinous crime in the state are people without any form of job, skill who fend for themselves, family and siblings who are no longer working as a result of ill health, aged to take care of themselves. It is observed that poverty and unemployment gives room to social ills by increasing social tensions that has eroded the fabric that held the society together Ukpong cited in Eleagu, 2013 observes that poverty subjects one not to be respected or regarded as a person on the society. The study concluded that to get the society free from criminality and the economy on firm footing, there should be adequate well paid employment or skill that will shift their mentality from poverty and vice-versa. Bello et al. (2010) cited in Osmond 2015 examine views the poverty situation in Nigeria by using data of economic growth and Millennium Development Goals (MDGs) expenditure. Atoloye, 1997 in cited Osmond, 2015 in the study, "strategy for growth-led poverty alleviation in Nigeria" averred that for fast and sustained growth, the new industrial strategy will call for good use of infrastructure which serves as a poverty reduction strategy, noting that the economy of a country can only be boosted in a stable macroeconomic environment and with the right-factors of production. According to the study, the economic growth of a country cannot be sustained in trade deficit that cannot be financial. Maduagwu 2000 cited in Osmond 2015, in the poverty alleviation programmes views domestic investment will boost economic growth and development such as rule of law, infrastructure and education. The rule of law "ensures life and security, gives rights and obligations which can help in reducing political risks to investors and to cut down transportation costs". Business does not thrive in an environment heated up politically.

According to Aliyu and Dansabo (2017) observes that Nigeria does not need any new policy on development and poverty alleviation programmes. All it needs s to

show seriousness in the implementation of existing policies to look into Nigerian poverty and fight against weak governance in all its ramifications. The indicators analyzed in the study were (policy inconsistency, lack of accountability and probity in programme implementation, poor coordination of programme, inadequate funding. Also Chukwuemaka cited in Aliyu and Dansabo also supported their view of Aliyu and Dansabo that the failure of poverty alleviation programmes in Nigeria is due to poor implementation, incompatibility of policy goals, bad governance, discipline, lack of evaluation monitory policies, and inadequate finding.

In line with the above, Khalid [11] cited in Aliyu and Dansabo argued that the responsibility of various administrations to reduce poverty have been ad hoc and uncoordinated. To buttress his point, he outlined some major factors hindering the success of government effort in the alleviation of poverty, which are: poor coordination, the absence of comprehensive policy framework, ineffective targeting of the poor leading to leakage of benefits to unintended beneficiaries, overlapping of functions which led to institutional rivalry and conflicts, the absence of sustainability mechanism in programme and projects and lack of involvement of the poor especially the unemployed in project design, implementation, monitoring and evaluation.

Aliyu, 1999 cited in Taiwo and Agwu, 2016 attributed to the failure of poverty reduction programmes in Nigeria to the fact some functions of these agencies and programmes have been duplicated which gives room to unnecessary single influences and interests. Also in some cases, the implementation agencies have been wrongly identified and the roles and functions have been wrongly given out or allocated. Thirdly, there is nonexistence of the right or appropriate implementation agencies which creates gaps in the implementation. Again, there is the problem of poor management, poor accountability and transparency, high level dishonest, pursuit of personal or parochial interests, poor staffing, incompetence, lack of commitment, among the rank and file of the workers in many of the implementation agencies.

Participation must-be prioritized in the issue of poverty alleviation programmes and to achieve success all hands must be in deck (especially the poor for whom the progrmmes is introduced) must be involved from planning it implementation stages as is the case with non-governmental organization and international organizations poverty alleviation programmes. Participation does not only accounts for major failure of the programmes, but it shows the apathy among the people towards government poverty alleviation programmes in Abia State.

## **METHODOLOGY**

The survey research design was adopted while the cluster random sampling technique was used to select the sample. Abia State has a total population of 4,112,230 with 17 local government councils/areas. Taro Yamane's formula was used to determine the sample size of 500 To achieve consistency in results, tests and re-test method was



employed to test the reliability of the instrument that was carried out on a repeat of same instrument on (10) purposively selected respondents within Abia State and was done within the time interval of two weeks after the initial test. Responses were analysed using simple percentages presented on tables and statistical charts, while Chi-Square ( $X^2$ ) was used to test hypotheses.

## DATA ANALYSIS AND DISCUSSIONS

**Table 1 (Hypothesis 1): There are no poverty alleviation programmes and their performance in Nigeria between 2001-2010**

**Computation of Chi-Square ( $X^2$ )**

Cells	$F_o$	$F_e$	$F_o - F_e$	$(F_o - F_e)^2$	$\sum (F_o - F_e)^2 \div F_e$
A	40	37	3	9	0.243
B	15	18	-3	9	0.5
C	20	24	-4	16	0.667
D	15	11	4	16	1.455
E	7	6	1	1	0.167
F	2	3	-1	1	0.333
G	7	7	0	0	0
H	3	3	0	0	0
$X^2$					<b>3.365</b>

**Source:** Field Work, 2020.

**Decision Rule:** The degree of freedom is calculated as 3. The critical value of 5% (0.05) = 7.815 level of significance as compared with the  $X^2 = 3.365$ . The result of the test of this hypothesis indicates that there are poverty alleviation programmes but they do not engender good performance in Nigeria between 2001-2010 since the calculated  $X^2$  value is less than the critical value of 7.815

**Strength of the relationship:** The result of the test of hypothesis has proved that poverty alleviation programmes do not engender good performance in Abia State. This indicates that the NAPEP as a poverty alleviation strategy in Nigeria only served the purpose of the elites. This has been viewed by many living under the poverty lines as government formalities formulated to serve the already wealthy Nigerians.

Obi, Nwachukwu and Obiora (2008) posited that poverty has always been around in Nigeria even before independence in 1960. Its alleviation has, therefore, come to remain one of the most important goals of development in post-independence. The scholars listed the core poverty alleviation programmes as Better Life for Rural Women, Family Support Programme, Family Economic Advancement Programme, National Directorate of Employment and the People's Bank of Nigeria. Other poverty alleviation programmes listed within the period are: Agricultural Development Projects, National Agricultural Land Development Authorities,, Strategic Grains Reserve Programme, River Basin Development Authorities, National Programme on Immunization, National Primary Health Care Development Agencies, SURE-P, etc. The performance of the programmes however proved difficult over the years in achieving its goals as a result of many factors.

Aliyu (2003) in Anyebe (2015) opined that the federal government set up NAPEP in 2001, which replaced PAP. This shows that government was not just trying to alleviate but eradicate poverty in the country. The main areas of NAPEP were categorized into four schemes: Youth Empowerment Scheme (YES), Rural Infrastructure Development Scheme (RIDS), Social Welfare Services Scheme (SOWESS), and National Resources Development and Conservation Scheme (NRCDS). This was a clear demonstration and commitment of civilian administration to address the challenges faced by the poor in the country. However, in spite of the change in name with much money sunk into these programmes, Poverty rate remains high and the living standard continues to decline.

Going by the above, the result of the test of this hypothesis therefore revealed that there are numerous poverty alleviation programmes which are sufficient enough to address the poverty level and improve living conditions of many Nigerians if properly implemented. The performances of these poverty alleviation programmes do not effectively fight urban and rural poverty rather it is an opportunity to enrich the few rich and elites.

**Table 2: (Test of Hypothesis 2): NAPEP has not contributed to poverty alleviation in Abia State**

**Computation of Chi-Square ( $X^2$ )**

Cells	$F_o$	$F_e$	$F_o - F_e$	$(F_o - F_e)^2$	$\sum (F_o - F_e)^2 \div F_e$
A	35	37	-2	4	0.108
B	20	18	2	4	0.222
C	10	10	0	0	0
D	5	5	0	0	0
E	25	24	1	1	0.042
F	10	11	-1	1	0.091
G	4	5	-1	1	0.2
H	0	1	-1	1	1
$X^2$					<b>1.663</b>

**Source:** Field Work, 2020

**Decision Rule:** The Degree of freedom (df) for the table is calculated as  $(R-1)(C-1) = (2-1)(4-1) = 3$  while a critical value of 5% (0.05) = 7.815 level of significance is used to compare the  $X^2 = 1.663$ . The result of the test of hypothesis one rejects the hypothesis if the value of  $X^2$  is greater than the critical value. It accepts the hypothesis if  $X^2$  value is less than the critical value. This result revealed that NAPEP has contributed to poverty alleviation in Abia State since the calculated value of  $X^2$  (1.663) is less than the table or critical value of 7.815

**Strength of the relationship:** The low value of 1.663 for the chi-square when compare with the critical value of 7.815 at 5% level of significance, indicates that NAPEP has contributed to poverty alleviation in Abia State. In agreement with the result of hypothesis, Idakwoji and Stephen (2003, pgs.64-66) notes that Poverty alleviation programmes has been recognized as an instrument par excellence for effective community development. It is infact a veritable tool for achieving economic prosperity

and community development. Hence, it could be said that poverty alleviation is a sinequanon to community development. The past governments have no doubt initiated and implemented various poverty alleviation programmes with the aim of reducing poverty to the barest minimum which would unequivocally bring about community development.

Chinsman in Eminue (2005) observes that the introduction of NAPEP has provided relative succour to alleviate poverty in the state. He further stressed that poverty alleviation programmes A huge amount of money has been spent through different agencies for poverty alleviation programmes in Abia State to improve the economic condition of the poor people of the State. The programme has a positive impact on the beneficiaries. The programme is not successful with regard to generation of employment as some activities created regular employment and some others created seasonal employment of the beneficiaries. It is observed that standard of consumption of food, clothing, education, health and other items etc., improved. It revealed that state made an impact in developing the social awareness and living condition of the beneficiaries. The study also reveals that 43.86 per cent of the beneficiary households benefited in this programme as they increased their annual net income assets and savings etc. The incidence of poverty among the beneficiary households declined and the social empowerment of women improved significantly.

Through NAPEP, the NDE has been able to trained more than 2 million unemployed Nigerians, provided business training for not less than 400,000 people including entrepreneurs, vocational training up to 90 different trades, and assistance to more than 40,000 unemployed to set up their own businesses. It has organized labour-based groups through which 160,000 people benefited. Its predicament is worsened by the fact that it has over stretched itself by engaging in skills acquisition, granting of loans, procuring and selling agricultural inputs such as fertilizers. It has succeeded in recovering less than 10% of its loans with resettlement of trained beneficiaries.

**Hypothesis 3: There are no problems associated with the implementation of NAPEP in Abia State**

**Computation of Chi-Square ( $X^2$ )**

Cells	$F_o$	$F_e$	$F_o - F_e$	$(F_o - F_e)^2$	$\sum (F_o - F_e)^2 \div F_e$
A	25	22	3	9	0.409
B	15	18	-3	9	0.5
C	20	17	3	9	0.529
D	10	13	-3	9	0.692
E	50	56	6	36	0.643
F	50	44	6	36	0.818
G	45	45	0	0	0
H	35	35	0	0	0
$X^2$					<b>3.591</b>

**Source: field work, 2020**

**Decision Rule:** The degree of freedom is calculated as 3. The critical value of 5% (0.05) = 7.815 level of significance as compared with the  $X^2 = 3.591$ . The result of the

test of this hypothesis indicates that there are problems/challenges associated with the implementation of NAPEP in Nigeria since the chi-square value of  $X^2$  (3.591) is less than the critical value of 7.815 at 5% level of significance.

**Strength of the hypothesis/relationship:** Eminue (2005) in Obi, Nwachukwu and Obiora (2008) opined that Nigeria has experienced waves of poverty alleviation programmes which are of economic dimensions. However, these programmes have many setbacks which have consequently led to non-achievement of the intended objectives. The scholar mentioned the followings: lack of proper focus, inadequate coordination, political instability, unwieldy and expensive scope, lack of executive capacity, corruption and mismanagement, “top-down” rather than “bottom-up” approach, duplication of implementation agencies, micro-credit problems, absence of cost effectiveness in some PAPs, high administrative cost, inadequate funding, slow economic growth, infrastructural inadequacies and macroeconomic and sectoral problems.

Anyebe (2015) averred that in spite of the introduction of NAPEP to address the issue of poverty, poverty is still widespread and severe but varies among the 6 geo-political zones and among the 36 states and FCT. North -West geo- political zone has the highest poverty index (72.2%) while South-East has the lowest (26.7%). Indeed, 75, 727,981 (54.4%) of the country’s population live on less than \$1 per day (NAPEP Report, 2009). This is lower than the incidence of 65.6% in 1996 but it was still high and worrisome.

The challenges of poverty which affect more than half of the population and the growing inequality and increasing graduate unemployment remain worrisome. This is in spite of an average economic growth rate of over 6.0%. The issues of growth without employment, growing inequality, high incidence of poverty and the unbaiting unemployment are some of the challenges facing the country (National Assembly Statistical Information, 2009).

The poverty situation became worse when as many as 112 million or 70.0% of Nigerians were living below the poverty line in 2013. An individual is considered poor in Nigeria when he has an availability of less than 137.4 thousand Nigerian Naira (roughly 361 U.S. dollars) per year. The NBS (2019) noted that 40.1 percent of population in Nigeria lived in poverty due to poor performance of the poverty alleviation programmes that is characterized by inflation, poor funding, slow economic growth, infrastructural inadequacies and macroeconomic and sectoral problems.

**Test of hypothesis 4: NAPEP has not been able to empower the youths through skill acquisition programmes in Abia State.**

**Computation of Chi-Square ( $X^2$ )**

Cells	$F_o$	$F_e$	$F_o - F_e$	$(F_o - F_e)^2$	$\sum (F_o - F_e)^2 \div F_e$
A	25	22	3	9	0.409
B	15	18	-3	9	0.5
C	20	17	3	9	0.529
D	10	13	-3	9	0.692
E	50	56	6	36	0.643
F	50	44	6	36	0.818
G	45	45	0	0	0
H	35	35	0	0	0
$X^2$					<b>3.591</b>

**Source: Field work, 2020**

**Decision Rule:** The degree of freedom is calculated as 3. The critical value of 5% (0.05) = 7.815 level of significance as compared with the  $X^2 = 3.591$ . The result of the test of this hypothesis indicates that NAPEP has been able to empower the youths through skill acquisition programmes in Abia State since the chi-square value of  $X^2$  (3.591) is less than the critical value of 7.815 at 5% level of significance.

**Strength of the hypothesis/relationship:** Osita (n.d) stated that there is improvement in income distribution. Relatively high levels of inequality persist in Nigeria, even where solid growth and a reduction in the average incidence of poverty have occurred. Current high levels of inequality, low human capital development, and the low level of assets held by the poor in Nigeria underline the importance of instituting a pattern of growth beneficial to the poor. Despite these, evidence has shown that economic growth is a powerful means of reducing poverty, not all patterns of growth have the same impact. For example, production incentives that encourage growth in rural areas will likely directly benefit farmers but also indirectly benefit the landless through an increased demand for labour and those involved in agricultural marketing. Labour-intensive agricultural growth is particularly important for poverty reduction because agriculture in Nigeria provides employment for up to 70 percent of the labour force.

Most Abian youths were given access to agricultural loans to help assuage the poverty effects of the dwellers. A different set of strategy was adopted to reduce their poverty, such as increased access to productive assets and technologies to increase the productivity of activities they typically perform. A restructuring of FEAP also benefit the youths in raising their level of economic activities and income, enhancing access of small scale farmers and traders (particularly women) to credit, improving rural infrastructure, and generating and applying better production technologies are important measures for poverty alleviation. Also, the rural people have lead productive and enjoyable lives, and therefore, to participate actively in various social-economic activities, they also need better access to education, health and water supply services. The effect of growth on poverty is measured by the extent to which national growth in income helps to reduce the national measure of poverty. This growth elasticity depends on the ability of the poor

to take advantage of expanded economic opportunities offered through growth, which in turn is governed by their access to land, credit, education, health care, markets and so on.

In the same vein, Magaji (2005) argued that, the current poverty eradication policies are micro in nature which have been able to address household poverty level. For instance, by training the thousands of people and giving stipends, poverty eradication might not occur as expected. To this extent it could be reasoned that the nature and character of poverty alleviation programmes in Nigeria have change the standard of living and poverty situation on the youths of Abia State to a reasonable level.

## **Conclusion**

From the results obtained from the analysis of primary data above, the hypotheses clearly shows that the implementation of NAPEP has significant impacts on entrepreneurial development among youths and the provision of micro credit facilities to entrepreneur in Abia State but unfortunately the policies of NAPEP were poorly executed in the state. Again and notwithstanding the above point, much is still to be desired. The findings agrees with the earlier position of Mustapha (2012) that there is emphasis on the youth empowerment scheme (YES) neglecting the other mandates; even the YES itself focused more on the disbursement and administration of NAPEP's vehicle popularly called "KEKE NAPEP". To explain the significant level obtained in the results above. Issues of natural resource development and conservation scheme, Abdu (2012) observed, from a cross national assessment, less than 20% of the target beneficiaries have benefited through this scheme. This means that NAPEP has not made much impact in harnessing agricultural, water and solid minerals resources and conservation efforts especially in the rural areas where the main occupation is agriculture. There is also more concern in the development of educational and health facilities in rural communities in the state.

## **RECOMMENDATIONS**

- i. The study recommends that for poverty eradication programme to succeed in Nigeria, there is need for massive investment in human capital through quality education for all, improved modern healthcare services, employment generation, capital building, radical infrastructural development, establishment of industries for export promotion.
- ii. There is need to strengthen the capacity of NAPEP through improved budgetary allocation. Other stakeholders; federal, state, local and institutions concerned with poverty reduction should increase concern so that other objectives/ projects identified by the agency can be address and accommodate more people living below poverty line.

## **REFERENCES**



# Impact of Communication on the Effective Management of Organizations (A study of Ministry of Health, Maiduguri, Borno State)

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**Abstract:** *This research report was carried out with the sole aim of assessing the impact of communication as a tool for effective management in an organization (A case study of Ministry of Health Maiduguri, Borno State). The main objective of the research was to assess the impact channels of communication in the effective management of the organization; examine the impact of patterns of communication in the effective management of the organization and assess the types of communication for effective management of organisation. The study is a descriptive research and used both primary and secondary sources of data in data collection. The sample size for the research is the entire staff of Ministry of Health, Maiduguri totaling 1,300 out of which 150 was used for the analysis. The result of the Chi-square indicates that there is significant relationship between channels of communication and management effectiveness, patterns of communication and effective management and types of communication and management effectiveness. The study recommends that the organization should be encouraged to enhance effective communication in that effective communication brings organizational success; the Ministry's pattern of communication used is effective for the management of the organization, therefore, the study recommends that other pattern of communication should be effectively utilized by the management for enhanced communication.*

**Keywords:** *Communication, Effective, Impact Management, Organisation*

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## Background of the Study

All organizations, both public and private entities rely on some form of communication to send their messages across to their target audience, or inform their target audience of the mission and vision of their entity. Employee mostly hypes performance at the work place when effective communication is at its ultimate. For instance, when the information about an organization's policies and procedures is at its optimum level with openness and accuracy; and also when the information provided is adequate, factual and has good feedback (Kacmar, 2003; Neves & Eisenberger, 2012).

Meanwhile, only sizeable modern age organisation has placed value on effective work place way of communicating. It is assumed by some management members that, communication is the

simplest task for everyone to execute but research has shown that communication thus make and unmake the existence of an organisation. In most organisations, managers often leave that aspect of effective communication to the human resource department as their focus only reaches for the operational activities., the managers only concentrate on target achievement thereby forgetting that free flow of information and how well the staff understand these information disseminations boost their moral to work harder in maximizing revenue. Likewise, there becomes huge problem when managers within organisation always assume that they have had sufficient communications with their staff just by way of instructing them on their daily schedules. According to Anchor (2009) and Eisenberger & Stinglhamber (2011), two-way communication has positive impact on workers who perform profitably at work. They form some kind of belief pertaining their work which satisfies the socio-emotional. Relating this to the study done by Eisenberger & Stinglhamber (2011) and Rhoades & Eisenberger (2002), employees are able to determine the organisations' readiness to appreciate and reward effective and efficient performance by workers. Therefore, this research is carried out to assess the impact of communication on the effective management of organisations with emphasis on the Ministry of Health, Maiduguri. In some cases, the communication gap that exist between managers and employees makes them to generally sense not trustworthy, respected or valued to be responsible in their field of work. In his studies, it was argued that the largest valuable resources within an entity are the employees; therefore, it is the responsibility of managers to encourage two-way flow of information to optimize organization's performance as well as employee productivity. This means that effective communication is a two-way information flow that should be encouraged between employees and employer-employee to encourage performance

### **Statement of the Problem**

Employee interaction is a principal and essential endeavor in organizations as stated by Harris & Nelson (2008). They further asserted that the sustainability of an organization is based on effective communication among employees and relationships develop based on effective communication. Working environments differs from all angles as well as their culture, economic and social development. In this context some of these organizations' have cumbersome reporting lines, which are difficult for the employee to abide; such as conflicting authorities, and obligations thereby making some subordinates become answerable more than a superior. Intra-communication facilities such as intercoms and memos are mostly ignored by some organization and this deprives subordinates from knowing the vision and mission of an organization. Considering the problems stated above, the study intends to aid organizations by expounding on the way effective communication would improve employee performance.

Despite the fact that the organization has been communicating with its employees, the organizations face a very complex task of communicating effectively with its employees for effective management and performance. As a result, the organisation has in the last few years experienced high level of employee low performance where it experiences poor performance, high rate of absenteeism and i-don't-care attitude of employees. This scenario may be attributed to low employees performance. However, none of these previous studies considered impact of communication on the effective management of organisations in public sector such as Ministry of Health, Maiduguri. Thus, this calls for an investigation; this study therefore will be beneficial to organisations, government parastatals, future researchers and students.



### **Objectives of the Study**

The main objective of the study is to determine the impact of communication on the effective management of organizations with particular reference to Ministry of Health, Maiduguri. The specific objectives are to:

- i) assess the impact of channels of communication in the effective management of the organisation
- ii) examine impact of patterns of communication in the effective management of the organization.
- iii) assess the types of communication available in an organisation

## **LITERATURE REVIEW**

### **Conceptual Issues**

#### **Concept of Communication**

We live in a world of communication today which influences all our actions. Through communication we learn how to think, feel and judge. As it was rightly pointed out by Gbemisola (2006), “communication makes possible the transmission of meanings and sharing of experiences, feelings, intentions and wisdom among people”. Sometimes, conflicts and disagreements do arise and are managed through effective communication. So, communication is an essential attribute to human existence and also a necessary tool for the operation of human society.

Little (2007) views communication as “the process by which information is based between individuals and organizations by means of previously agreed symbolism”. Thus, communication is viewed as a process of encoding messages. Consequently, most organizations that progressed are keen on the communication abilities of their employees especially those occupying supervisory and management position. It is true that the ability to communicate clearly and accordingly is not only considered as the most attractive abilities a potential employee can offer to a prospective employer but also one of the most valued skills required for the promotion of first-line managers to middle and upper level managements.

With the importance and high rating placed on communication as an essential management tool for efficient and effective managerial achievement, there are still a lot of organizations that are faced with communication problems. This is supported by Obed (2004:95) in which he said “entrants into first-line management positions lack adequate preparation in the essential skills of listening advising, routine information exchange, small group problem-solving, instructing, persuading and technical presentations in most organizations”.

When the managers in an organization are friendly and have a good working rapport, communication tends to be very good. When the members of an organization engages in mutual distrust, resentment, gossips or when there is feeling of incompetence and insecurity, there is bound to be communication breakdown and that brings about ineffectiveness in an organization.

In general, the primary purpose of communication is to establish a bridge of understanding between one person and another or between one group and or others. The purpose of sound communication in any business organization is to effect change; for good management of business requires considerable information flow from external sources that have knowledge

which they can utilize for the success of their operation. They also need inward flow of information about competition, price, technology and finance as well as information about business cycle, government activities and the basis of these information decision affecting product-lines, product ratios, marketing strategy, quality and quantity of the product to be produced are many.

### **Impact of Channels of Communication**

Harris and Nelson (2008), describe both downward and upward communication this way. Downward communication reinforces the hierarchical nature of organizations, whereas upward communication provides suggestions, message of what subordinates are doing, unsolved work problems and how employees feel about each other and their jobs.

There are several communication channels available to a modern organization with differing levels of effectiveness and use. For internal communications, the diagram below depicts the various tools available and the effectiveness of each channel.

In order to survive in a rapidly changing environment and obtain a competitive edge, organisations need to grasp the vital role of communication in all of this. If communication in an organisation is bad, the organization is likely to under-perform. If it is good, however, the performance and overall effectiveness will also be good.

Wallace (2004) points out that the type of medium chosen by the manager may depend on the richness or effectiveness of the medium, the cost and efficiency, the symbolism and also whether there is some equivocality in the message being sent. Some of the channels are discussed below:

1. **Memorandums:** This is a form of business communication channel used specially among departments. (Wallace, 2004).
2. **Interview:** This is a communication dialogue between two or more employees deliberating on issues with the aim of providing a positive outcome. (Wallace, 2004).
3. **Telephone:** The use of telephone permits two or more employees to engage in a virtual conversation via cable. (Wallace, 2004).
4. **Report:** A report is a medium forgiving an account on an executed event within the organization (Wallace, 2004).
5. **Notice Board:** This kind of medium is used to send formal messages to employees in an organization. (Wallace, 2004).
6. **Face to Face Discussion:** This is a direct form of communicating with employees. Executive officers and employees many get engage discussions and interchange views regarding a current situation of the organization. (Wallace, 2004).
7. **Questionnaire and Survey:** This form of channel is used to solicit information about employee attitude, morale and relationship between management and subordinates etc. It may be collected through the use of questionnaire and surveys (Wallace, 2004).
8. **Intranet:** Intranet is a computer based communication system that is used internally by staff within organizations. With this channel, feedback is instantaneous and improves work performance (Wallace, 2004).
9. **Complaint and Suggestion Boxes:** This is also another form or channel for sending information directly to an organization since the device is always placed at the office premises. (Wallace, 2004).

**10. Posters:** This is mostly an outdoor display channel of information. Posters are used to communicate various norms, rules principles and ideas of an organization to make its employees aware and up-to-date (Wallace, 2004).

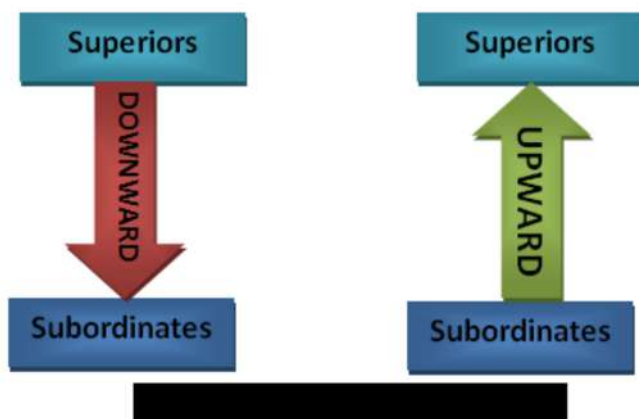
These systems of communication could be upward, downward, vertical or horizontal which is based on the structure of command within an organization. Apparently, organizational communication tends to exhibit what an organization stands for, the purpose of its existence, who the various clients are, the manner in which their workloads are accomplished and the chain of reporting among members.

### **Impact of Patterns in Communication**

In an organization where the flow of communication is done between or among employees regarding their work shows a form of internal communication has taken place. Internal communication according to Trahant (2008), is operationally stated as the exchange of communication both informal and formal between top hierarchy members and employees within an organization. In other words, it exists between leaders, managers and employees – or peer-to-peer, from leader-to-leader or employee-to-employee, for instance.

Mainly, the focus of internal communication is geared at connecting employees as well as groups and organization in general to simplify realization of collective interest and unstructured cooperation (De Ridder, 2004). Formally, organisational communication has two dimensions; vertically and horizontally. Vertical communication is a downward and upward form of direction. In other words vertical communication transmits information among different levels in the organizational structure. However, horizontal communication also transmits information among people, divisions, departments and units within the operational structure. This section presents the qualities and roles of different communication flows in an organization.

**Figure 1: Vertical Communication Patterns**



**Source:** The Business Communication (2015)

### **1. Downward communication**

Downward communication is when messages flow from a higher-level employee to a lower-level employee within an organisation. This arises if information runs down through an organisation's official succession of the hierarchical structure. In other words, communications start at the upper levels of the organisation and moves through to the bottom levels (Tubbs and Moss, 2008). The purpose of downward communication is to assign tasks respectively, postulate instructions

and directions. It is also aimed to inform employees of job procedures and policies, identification of problems that need attention at the various levels and deliver feedback on employees' past performance (Robbins et al., 2010). In fulfilling employees' basic necessities, it is important that employees receive satisfactory and correct information regarding the organization and their roles to be accomplished, and there must be instantaneous feedback about their performance (Greenberg and Baron, 2008).

## **2. Upward Communication**

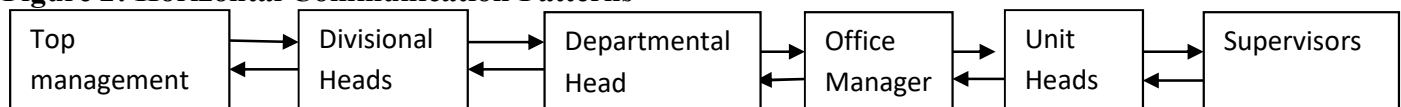
Contrariwise to the meaning of downward communication, upward communication is seen as the procedure from which information flows from the lower levels to the upper levels of a hierarchy in an organization. It is evident that this type of communication has become more popular in organisations while the formal form of communication is less popular now. It is argued that upward communication keeps managers on their toes in executing their roles and also enlightens them of subordinates intended actions. Through upward communication it is pointed out that, superiors get the chance to know their subordinates feelings about their work, colleagues, and the institution in general. Accordingly, this helps scouts for productive employee and organizational performance (Robbins et al., 2010; Greenberg and Baron, 2008).

Greenberg and Baron (2008) also indicated in a study, the need for organization to incite upward communication and ensure its wholesome excellence. Some employees may fear the officialdom and its possible retaliation that exist within an organisation so they prefer to harbour their thoughts. Modern organizations have adopted on teamwork and the emphasis on high-level hierarchy style of managing office has been curtailed. Most often there seems to be a spiral of silence among lower level employees when an opportunity is given to them to comment on issues.

## **3. Horizontal/Flat Communication**

Horizontal communication occurs among peers in the institution. This type of communication is progressively usual with the levelling of the hierarchical structure and the introduction of matrix organizations (Greenberg and Baron, 2008). Thus, it is the transmission of information between people, divisions, departments or units within the same level of organizational hierarchy.

**Figure 2: Horizontal Communication Patterns**



**Source:** Author's

Robbins et al., (2010) and Tubbs and Moss, (2008) highlighted that this type of communication within an organization is a laudable channel for an efficient and effective transmission of information, which also facilitates synchronization among peers. In a research analysis by (Tubbs and Moss, 2008), some significant functions of the horizontal or flat communication were unveiled. This type of communication can help improve coordination between departments regarding task accomplishment; it also encourages effective implementation of upper level decisions the reason been that lower level members within department are allowed to coordinate closely with one another during the formulation of the decision made at the top; conflict resolution is mutually practiced among members in the same department without the engagement of management; and to end it, teamwork is facilitated when a project requires tasks from different people or from different department in order to intensify job satisfaction and motivation by creating more empowerment in communication.

Foremost, emphasis is placed on the total effectiveness of the organisation and the interconnectedness of the various departments in the organization; persistent interchange of members among the different groups and departments to create awareness of the roles of the different groups within the organization; also high and frequent interaction among the groups within the organization is recommended and the latter would be to share the big representation of the organization's goals and the role each department plays in achieving, putting little emphasis on any win-lose situation to minimize unhealthy competition (Tubbs and Moss, 2008). The research data shows that team challenges aside of the office task enhances cordial communication thereby reducing communication barriers among peers within an organization (Mowle, 2004; Tubbs and Moss, 2008).

### **Concept of Effective Communication**

There is an effective communication when a satisfactory effect is resulted from intentional or unintentional information sharing. This information when encoded by a manager is interpreted between various entities and emulated on it in a desired manner. However, the effect it is also ensues the message is not blocked during the communication process. In quest of this, it is believed that effective communication serves the purpose for which it was intended. Whenever the desired effect is not succeeded, factors such as communication barriers are explored with the aim to discover how the communication has been ineffective. Conferring to some studies, communication is effective when the following considerations are arrived at; understanding, compatibility, display of positive behaviors, smoothness of communication, positive outcomes, positive non-verbal communication and adapting of messages communicated (Robbins et al., 2010).

### **Indicators of Effective Communication – (Written and Verbal communication)**

Ainobushoborozi (2013) harnessed on the seven (7) indicators below to achieve effective communication.

**Completeness** – communication must always be complete according to communication theorists whilst conveying all essentials necessitated by the targeted persons. An encoder of information takes the decoder's thoughts into consideration and conveys the message respectively. In a research conducted by Ainobushoborozi (2013) the following some features of the complete communication; an organization's reputation are established and improved through communication completeness. Besides, it is cost efficient with crucial information remaining untouched whilst extra message is conveyed. Communication, which is all-inclusive furnishes extra information wherever needed and erases all doubts in the cognizance of receiver. Further to the above, when communication is complete it decision-making are enhanced, making the intended audience of message get all desired and fundamental information in simple terms. This persuades the audience.

**Conciseness or Brevity** – Ainobushoborozi (2013) stressed that, it is the act of delivering an intended message in least possible words without foregoing the other essentials of information. Communication in such ways is both timesaving as well as cost saving. It accentuates and emphasizes the main message as it avoids using unwarranted and needless words. According to the researcher, essential messages are only presented to the audience. This makes the message extra attractive and coherent to the audience. It is not repetitive in nature.

**Consideration** – it means being considerate of others concern. Effective communication must take the audience into consideration that is, the audience's viewpoints, background, mind-set,

education level, etc. Make an attempt to predict your audience, their requirements, emotions as well as problems. Ensure that the self-respect of the audience is maintained and their emotions are not at harm. Modify words in message to suit the audience's needs while making the message complete. Features of considerate communication are as follows: Emphasize on "you" approach that is it personalizes issues and identify with the audience and exhibit interest in the audience as it stimulate a positive reaction from the audience. Stress out on positive words such as jovial, committed, thanks, warm, healthy, help, etc.

**Clarity** – Clarity implies placing emphasis on a specific message or purpose at a time, rather than trying to achieve too much at once. Clarity in communication makes understanding easier. Ainobushoborozi (2013) confirms that complete clarity of thoughts and ideas enhances the meaning of message as it makes use of exact, appropriate and concrete words.

**Concreteness** – Concrete in communication implies being particular and clear rather than fuzzy and general. Concreteness strengthens the confidence. Features in concrete messages are that, it is supported with specific facts and figures. Words used are clear and build reputation. Concrete messages are not misinterpreted.

**Courtesy** – Nothing is important than being courteous and ethical in a delivering of message. This act helps the sender gain some level of credibility from the receiver at any point. It implies that the receiver tend to buy into the idea that the sender is selling. Courtesy in message implies the message should show the sender's expression as well as should respect the receiver. The sender of the message should be sincerely polite, judicious, reflective and enthusiastic. Courteous message implies taking into consideration both viewpoints as well as feelings of the receiver of the message. It is therefore positive and focused at the audience since it is to win their attention.

**Correctness** – Correctness in communication indicates that there are no grammatical errors in communication. Indicators in correct communication are that; message is exact, correct and well-timed. Correct messages boost up the confidence level and have greater impact on the audience/readers. It also looks out for the precision and accurateness of facts and figures used in the message and makes use of appropriate and correct language in the message.

### **Employee Performance**

The contribution of employees on job is the most important factor for development and excellence in the organization (Korkaew and Suthinee, 2012). Rich et al, (2010) identified two types of employee performance for organizational effectiveness: task performance and contextual performance. Task performance refers to behaviors that are directly involved in activities that provide indirect support for the organization's core technical processes (Bormanand Motowidlo, 1997). These behaviors directly relate to the formal organization reward system. On the other hand, contextual performance is defined as individual efforts that are not directly related to their main task functions Werner (2000).

According to Korkaew and Suthinee (2012), advantages of higher performance in an organization include:

- (a) The productivity of individual on job increases;
- (b) Employee gets job satisfaction at job;
- (c) Involvement of employees in their jobs increases;
- (d) A sense of commitment and loyalty among employees develop;
- (e) Employees get higher salaries and incentives on production basis;
- (f) Quality and quantity of the total production increase;

(g) Good will of the organization goes high etc.

### **Evaluation of Employee Performance**

Evaluation of employee performance aims at assessing each individual's contribution to the organization and has been practiced since centuries (Islam and Rasad, 2005). It is mainly the Total Quality Management (TQM) proponents who oppose the implementation of performance appraisal in organizations (Longenecker and Fink, 1999). They believe that 85% of the factors that affect the employee's performance stem from the system which are beyond the control of the employee, only 15% of the factors are attributable to the employee. On the other hand, Human Resource (HR) practitioners do not subscribe the view of TQM proponents. HR practitioners claim that performance appraisal is an essential part of an organizational culture and it is required to assess organizational progress towards goals (Aldakhilallah and Parente, 2002). They have developed a performance appraisal process, called TQMPE (Total Quality Management Performance Evaluation) as a revised version of the traditional methods of performance appraisal that fits with the philosophy of TQM. The benefits of a successful performance evaluation include:

- a) Helps taking stocks of an employee's overall performance;
- b) Enables employee to pinpoint strength and spot weakness;
- c) Provides an opportunity to motivate employee and encourage for superior performance;
- d) Determines any need for further training;
- e) Helps setting goals for future superior performance.

Roberts (2003) provides the following guidelines to minimize the negative effects of appraisal systems: Employee participation; Developing performance standards; Goal setting; Sound performance appraisal interview; Self-evaluation; Management feedback; Develop user-friendly procedure; Design specific and relevant appraisals; Evaluator training; Revise performance appraisal process etc.

In conclusion, employee performance appraisal system can be considered as a tool that can measure and suggest how to improve productivity (Vallance, 1999). Thus, performance appraisal system should emphasize on continuous professional development to enhance an organization's overall performance. However, performance evaluation process should be ongoing throughout the year and employees should be made aware of the evaluation outcome.

### **Effect of Communication on Employee Performance**

Several professionals have expressed mixed opinions on communication competency used as a predictor of employee success. The importance of communication cannot be denied for organizations as applied to their ability to influence the bottom line as found in growing evidence linked with work productivity (Muda et al, 2014). With effective communication, a company is able to have good coordination among the teams or units in an organization whereby the absence of it will reflect problems in running business operations or critically cause the damage between individuals.

It has been suggested that the persons who are involved in communication processes need to possess both basic skills and abilities, otherwise, the information could be missed to understand appropriately, and furthermore it depends on the facilities available in organizations and the actions of managers to see the acceptability of information in order to have an accurate deliverance (Chen, 2008). Furthermore, as one of the crucial elements, the managers have been asked to learn the feedback gained from the employees which probably affects their work motivation (Muda et al, 2014). This relates to the circumstances that are currently faced by the

employees including the right time of delivering such information, thus, they may perform based on the messages they receive. In obtaining such a good performance, the managers must show the initiatives of developing and providing opportunities to learn new skills to their employees through the communication process.

### **Barriers and Breakdowns in Communication Systems**

Communication is deemed ineffective when there is poor listenership, no clarity in speech, bad timing of sharing information, use of jargons, making sarcastic statement or using careless words, attaching emotions to speeches, adopting poor non-verbal communication and portraying deceitful thoughts in communication. Ineffective interaction becomes a blockade to organizational success (Miller, 2009). In an organization and GRA for that matter, ineffective communication results when managers at the departmental level fails to interact frequently with their workforces. Lack or absence of the 7 indicators afore-mentioned (Clarity, consideration, courtesy, correctness, completion, concreteness and conciseness) also leads to breakdowns in communication systems.

Many at times, wrong perception also hampers communication, that is, the employees might perceive the message in different meaning which was not intended by the manager. Meaning that, there can be a problem in encoding and decoding of message as already stated earlier. Congested organizational structure can also result in communication breakdowns (Cheryl, 2013). When there are complexities in the organizational structure and the number of hierarchical levels in an organization, the chances of loss or misinterpretation of messages becomes greater (Richmond & McCroskey, 2009). Grapevines as a form of informal channel in communication tend to develop in such an organization thereby obstructing effective communication. In absence of healthy open door policy, communication may be misunderstood.

Poor listening (for instance when the receiver is not focused to what the sender of message is saying) also leads to ineffective communication (Miller, 2006). Referring to previous studies, emotions like anger and stress may also lead to communication breakdown as messages may be interpreted in wrong manner when a person is angry and frustrated than when he is relaxed. Sometimes, the messages are not carefully planned (For example, the medium of transmission of message and the time of message delivery are not chosen rightfully). This again makes communication ineffective. Linguistic differences are a great obstacle in effective communication. This is perhaps due to ambiguity of language. Managers should try to overcome all the causes for communication breakdowns so as to ensure organizational success.

## **RESEARCH METHODOLOGY**

### **Research Design**

The study adopted survey research design to facilitate the accomplishment of its objectives contained in chapter one. The aim is to maximize the value of information collection, analyze the data at minimum cost and avoid invalid inferences. The justification for survey research design was to enable the researcher know how to observe, control or manipulate variables in the course of the study.



### Population of the Study

The population of this study consisted of 1,300 staff comprising of the entire staff of the Ministry of Health, Maiduguri. The justification for adopting of the population was to enable the researcher to carry out this study based on the number of the staff in the organization.

### Sample Size and Sampling Techniques

For the purpose of this study, the sample size was adopted was 150 out of the entire population. The justification for the adoption of the sample size was to have more accurate and reliable data for the study. The researcher adopted a stratified random sampling technique. The justification for the adoption of this technique was to give every sub- group in the population an equal and independent chance of being included in the sample.

### Method of Data Analysis

For the purpose of this study, simple percentage was adopted to present the data collected from the field and also chi-square method of data analysis was used to test the hypothesis. It is given as:

$$X^2 = \frac{\sum(F_o - F_e)^2}{F_e}$$

Where:  $X^2$  = Chi-square  
 $\Sigma$  = Summation sign  
 $F_o$  = Observed frequency  
 $F_e$  = Expected frequency

The justification for the adoption of chi-square method was to enable the researcher to compare observed and expected frequencies objectively.

### RESULTS AND DISCUSSION

Table 1: Distribution of responses on channels of communication have positive impact in effective management of the organization

Variable	Frequency	Percentage (%)
Yes	70	58.3
No	50	41.7
<b>Total</b>	<b>120</b>	<b>100</b>

Table 2: Responses of respondents on channels of communication encourage effective management of the organization

Variable	Frequency	Percentage (%)
Yes	80	66.6
No	40	33.4
<b>Total</b>	<b>120</b>	<b>100</b>

**Table 3: Responses on the management use different channels of communication for effective management**

Variable	Frequency	Percentage (%)
Yes	70	58.3
No	50	41.7
<b>Total</b>	<b>120</b>	<b>100</b>

**Table 4: Responses on pattern of communication effective for the management**

Variable	Frequency	Percentage (%)
Head of Department	100	83.3
Subordinate	20	16.7
Supervisors	0	0
Supporting staff	0	0
<b>Total</b>	<b>120</b>	<b>100</b>

**Table 5: Responses on patterns used by the management to encourage effective management of the organization**

Variable	Frequency	Percentage (%)
Yes	100	83.3
No	20	16.7
<b>Total</b>	<b>120</b>	<b>100</b>

**Table 6: Responses on whether the patterns have impact for effective management of the organisation**

Variable	Frequency	Percentage (%)
Yes	100	83.3
No	20	16.7
<b>Total</b>	<b>120</b>	<b>100</b>

**Table 7: Responses on type of communication that is effective for management of the organization**

Variable	Frequency	Percentage (%)
Upward	70	58.3
Downward	30	25
Vertical	20	16.7
Horizontal	0	0
<b>Total</b>	<b>120</b>	<b>100</b>

**Table 8: Responses of the respondents on type of communication chosen is effective for management of the organization**

Variable	Frequency	Percentage (%)
Yes	100	83.3
No	20	16.7
<b>Total</b>	<b>120</b>	<b>100</b>

## Test of Hypothesis

### Calculation of Observed Frequencies

Variables	Q4	Q5	Q6	Q8	Q9	Q11	Total
Yes	70	80	70	100	100	100	520
No	50	40	50	20	20	200	200
Total	120	120	120	120	120	120	720

$$Fe = \frac{RT \times CT}{GT}$$

$$\text{Yes} = \frac{520 \times 120}{720} = 86.6$$

$$\text{No} = \frac{200 \times 120}{720} = 33.7$$

### Calculation of Expected Frequencies

Variables	Q4	Q5	Q6	Q8	Q9	Q11	Total
Yes	86.6	86.6	86.6	86.6	86.6	86.6	520
No	33.7	33.7	33.7	33.7	33.7	33.7	200
Total	120	120	120	120	120	120	720

### Computation of Chi-square table

O	E	OE	(O-E) <sup>2</sup>	$\frac{(O-E)^2}{E}$
70	86.6	-16.6	275.56	3.181
80	86.6	-6.6	43.56	0.503
70	86.6	-16.6	275.56	3.181
100	86.6	13.4	179.56	2.73
100	86.6	13.4	179.56	2.073
100	86.6	13.4	179.56	2.073
50	33.7	16.3	265.69	7.883
40	33.7	6.3	39.69	1.177
50	33.7	16.3	265.69	7.883
20	33.7	-13.7	187.69	5.569
20	33.7	-13.7	187.69	5.569
20	33.7	-13.7	187.69	5.569
				$X^2 = 47.391$

$$\begin{aligned} \text{Degree of Freedom} &= (R-1) && (C-1) \\ &= (6-1) && (2-1) \\ &= 5 \times 1 = 5 \end{aligned}$$

Level of significance = 0.05

Therefore at a 0.05 level of significance and at  $df = 5$ , the table value is 11.070.

Decision Rule

Since the calculated Chi-square (47.391) is greater than the critical value which is 11.070, and therefore, the  $H_0$  is rejected and the  $H_1$  accepted which states that there is significant relationship between channels of communication and management effectiveness, patterns of communication and effective management and types of communication and management effectiveness..

### **Discussion of Findings**

Channels of communication lead to effective management of an organisation, thus one of the findings of the study reveals that channels of communication have positive impact in the effective management in the organization. This finding agrees with the research carried out by Trahant (2008), which stated that the exchange of communication both informal and formal between top hierarchy members and employees within an organization. In other words, it exists between leaders, managers and employees – or peer-to-peer, from leader-to-leader or employee-to-employee. There are several communication channels available to a modern organization with differing levels of effectiveness and use. For internal communications, the diagram below depicts the various tools available and the effectiveness of each channel.

In order to survive in a rapidly changing environment and obtain a competitive edge, organisations need to grasp the vital role of communication in all of this. If communication in an organisation is bad, the organization is likely to under-perform.

Patterns of communication are necessary for the effective management of organization, one of the findings of the study indicate that the pattern of communication used is effective for the management of the organization. This study is in line with Robbins et al., (2010) which disclosed that downward communication can be crucial to the success of an organisation. He went on to explain that it would be advantageous to clarify the rationale behind a manager communicating downward to the subordinate. In most cases, management within an organisation ignores these aspects of when communicating. It could be that they are either preoccupied to make information known to the employees.

The type of communication used by the organization ensures effectiveness in the management of the organization. However, one of the findings revealed that the organization uses internal communication in the effective management of the organization. This is in line with Tumbare (2009) who did a research on an internal communication assessment information from others, sending information to others, action on information sent, channels of communication, communication relationships, communication and work satisfaction, timeliness of information received from key sources and sources of information.

### **Conclusion and Recommendations**

#### **Conclusion**

Based on the findings of the research, it could be concluded that there is significant relationship between there is no significant relationship between channels of communication and management effectiveness, patterns of communication and effective management and types of

communication and management effectiveness. Communication follows the hierarchical structure of the organization. This communication structure also shows where power and authority emanates from relationships among members in an organization and accountability relationships. There are clearly defined rules and designations about who is authorized to communicate on behalf of the organization with outsiders, and inside as well.

### **Recommendations**

From the findings of the study, the researcher recommends the following:

1. The organization should be encouraged to enhance effective communication in that effective communication brings organizational success.
2. The Ministry's pattern of communication used is effective for the management of the organization, the study recommends that other pattern of communication should be effectively utilized by the management for enhanced communication.
3. The type of communication chosen by the organization is effective for management of the organization, the research recommends that other types of communication can also be used by the researcher not just one type of communication chosen.

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