

NEWSPAPER MANAGEMENT IN NIGERIA: AN OVERVIEW

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Abstract

The article gives an overview of managing a newspaper in Nigeria. Although it is not very specific about a particular newspaper because of differences in their nature, structure and modus operandi, It dwells on some key issues related to newspaper operation in Nigeria. In essence, it highlights the general management functions, requirements for establishing a newspaper business, a typical newspaper organisational structure, communication patterns and factors affecting managing a newspaper.

introduction

A newspaper organization like other formal organizations needs to be effectively managed to achieve the set objective. Newspapers are owned by individuals, organizations or governments. The definition of mass media includes not only the mechanical devices that transmit and sometimes store the message (TV camera, radio microphones, printing presses), but also the institutions that use these machines to transmit message, Dominick (1996:25). When we talk of a media vehicle, it is a single component of the mass media, such as newspaper, radio station, television network, magazine etc. This paper dwells on managing a newspaper as a medium of mass communication.

On the other hand, management has been defined by different scholars

such as Wehrich and Koontz (1994:4) who see management “as the process of designing and maintaining an environment in which individuals, working together in groups, efficiently accomplish selected aims”. Similarly, according to Henry Fayol (1916) cited in Cole (1993:3), “Management is to forecast and plan, to organize, to command, to coordinate and to control”. The above definitions of management indicate that an organizational objective is achieved through proper coordination of people working in an organization based on a set of plans.

Therefore, managing a newspaper is simply an applied management which could be seen as the application of management skills in the newspaper organization. In other words, it is the coordination of all resources of a newspaper organization through the process of planning, organizing, directing and controlling in order to attain its desired objectives.

Management Functions

For a newspaper organization to achieve its target objectives, certainly, those (managers) saddled with the responsibility of managing the organization have to adopt and apply the following functions as stated by Wehrich and Koontz (1994: 20 – 21):

1. **Planning:** Involves selecting mission and objectives and the actions to achieve them; it requires decision making that is choosing future courses of action from among alternatives. For instance, a newspaper organization can plan future expansion in terms of provision of more facilities, wider circulation, training and recruitment of more qualified staff etc. Planning here can be short term, medium term or long term.
2. **Organising:** People working together in groups to achieve some goal must have roles to play. It is, therefore, a part of managing that

involves establishing an intentional structure of roles for people to fill in an organization; it is intentional in the sense of making sure that all the tasks necessary to accomplish goals are assigned to people who can do them best. Here, in a newspaper organization, tasks are assigned to reporters to gather news, editors to edit news, proof readers, technical personnel, accounts clerks etc to achieve the overall objective of the organization.

3. **Staffing:** Involves filling, and keeping filled, the position in the organization structure. This is done by identifying work-force requirements; inventorying the people available; and recruiting, selecting, placing, promoting, appraising, planning of the careers of, compensating, and training or otherwise developing both candidates and current job holders, so that tasks are accomplished effectively and efficiently.
4. **Leading:** It is influencing people so that they will contribute to organization and group goals; it has to do predominantly with the interpersonal aspect of Managing. All managers would agree that their most important problems arise from people – their desires and attitudes, their behaviour as individuals and in groups and that effective managers need to be effective leaders. It is understandable that leading involves motivation, leadership styles and approaches and communication.
5. **Controlling:** Is measuring and correcting individuals and organizational performance to ensure that events conform to plans. It involves measuring performance against goals and plans, showing where deviation from standards exists and helping to correct them.

For instance, it is an aspect of control in managing a newspaper to ensure that expenses are according to budget, employees work the exact working hours etc.

It is pertinent to state that the above functions of a manager when effectively executed, the goal of that organization will be achieved.

Legal Requirements For Establishing A Newspaper

Newspaper organizations whether private or government owned are legal entities and therefore have to be legally registered. Elias (1969:1) cites section 2 of the Newspaper Act (1958) that defines newspaper as “any paper containing public news, intelligence or occurrences or any remarks, observations or comments thereon printed for sale and published in Nigeria periodically or in parts or numbers...” Having defined what newspaper is from legal point of view, he goes on to give the requirements as follows:

1. **Payment of Deposit:** Under section 3 of the Act, the proprietor, printer and publisher of a newspaper may not print or publish or cause to be printed or published any newspaper unless each of them has sworn before a magistrate or a commissioner of oaths an affidavit containing the correct title or name of the newspaper, a true description of the house or building where the newspaper is intended to be printed, and the real and true names and addresses of all persons intended to be the proprietor, printer and publisher and the newspaper...
2. **Affidavit and Bond:** All these requirements are to be complied with by a proprietor, printer or publisher in any state within the federation; provided that the requisite affidavit and bond are registered at an office prescribed by the Governor of the State and that the Attorney

General of the State had approved the sureties for the bond.

3. Affidavit or Bond as Evidence: All affidavits or certified true copies that are duly registered under the Act are, in all civil and criminal proceedings, conclusive evidence of the truth of all matters set forth there in.
4. Proof of Publication: It is compulsory under section B that, at the foot of the last page of each copy of every newspaper and every supplement, the true and real name and place of abode of the printer, publisher and the editor-in-chief or editor, as the case may be as well as the true and real description of the place of printing must be added and printed.

In the same vein, Wilson (2000:154) points out that “for newspapers to go into operation in Nigeria, they must be registered with the Corporate Affairs Commission and the Newspaper Registration Board, if the proprietors are individuals, groups or organizations”. He proceeds to say “but if the proprietor is the state, then the government in control would enact a law establishing such newspaper”.

Editorial Policy

Seymour Ure (1969) cited in Wilson (2000:156) defines an editorial policy “as actions affecting or decisions on a paper’s overall style and content”. For instance, how many pages should a paper have and how many of that number should be allotted to sports, foreign news, women features etc.

In this respect, editorial policy is an embodiment of managing a newspaper. In fact, no newspaper organization is established without any reason for doing so. It is important to have first hand knowledge of the

target audience of the newspaper in order to determine how best to reconcile the interest of the audience with the objective, the publisher is out to achieve. In a narrow sense, an editorial policy refers to opinions expressed in leading articles i.e. the paper's own comment on issues of the day, all involving value and judgment.

Organisational Structure Of A Newspaper

The departmental structure and staffing of a newspaper vary with its size. All papers, however, have certain common aspects. Aina (2004:52) defines the organisational structure:

As a relatively stable design specifying predictable patterns of authority and responsibility relationship between members of an organisation. It portrays the formal control system in an organisation, the location of decision making authorities and the information distribution routes.

Ahuja and Chhabra (1998) have identified four main types of newspaper organizations:

- a) President and Publisher type is most often found. The overall head is a president and publisher to whom two or three other officers are responsible: either the editor and business manager or the editor, managing editor and the business manager (for two-phase and three-phase organizations respectively).
- b) For General Manager type of organisation, the general manager is the overall head responsible only to the Board of Directors. A single individual may serve as both the Editor and General Manager, otherwise called the Managing Editor.

- c) In Owner-Operator system commonly adopted by small newspaper organizations the owner-operator is the President, Publisher at the same time the Editor.
- d) The Employee Ownership and control system gives the right to workers of the organisation to serve as stakeholders/shareholders of the organisation who share both profit and responsibility of management.

Also, according to Dominick (1996:126), newspaper organisations have a publisher and are generally divided into three main departments:

- i) Business
- ii) Production
- iii) News – editorial

In his presentation, Aina (2004:75) adds finance as an independent department.

The publisher is in charge of the entire operations of the paper. He or she sets the paper's editorial policy and is responsible for the tone and overall personality of the newspaper.

The managing editor oversees the day-to-day operation of the news department and coordinates the work of several units in the newsroom. Personnel working under the managing editor include: features editor, sports editor, woman editor, and entertainment editor. The Bureau Chief supervises the newspaper's local coverage. He or she also assigns stories to beat reporters or general assignment reporters. Other staff serving under the bureau chief include; copyeditor, photographers, and re-write men.

Everything in the newspaper organisation revolves a round this department. This is because news, which is the raw material of the

Newspaper industry is sourced and processed here and all other issues are only considered when news is put in place. Again, news is what sells the newspaper and gives it the uniqueness required. As such, without news which is the commodity sold to the public, the organisation cannot stand.

The sole responsibility of the editorial department is to ensure that news stories are sourced through the routine system of beat coverage or investigative system, special assignment etc, edit the news, proof read and plan the pages. Other materials sourced and processed here are feature stories, articles, photographs and cartoons. It controls the editorial policy of the newspaper organisation through the Editorial Manager or the Editor-in-Chief for larger dailies. In short, the department takes care of the paper's content (in terms of news, editorial, art work and features). It provides (as its duty) news and other related reading matters. The reporters gather news locally and internationally, the photographers provide action/newsworthy photographs, the cartoonists plan and design cartoons of personalities and events. Other special writers write articles/features on special issues/ events.

In some larger dailies, editorial staff comprising editors and sub-editors manning various sections provides and prepare materials for publication. It is the record section which maintains library (otherwise called morgue) of books, clippings and photographs in addition to other sections like newsroom, sub-desk/copy desk, editorial room, features, etc. However, in some organisations, these are categorized under news section and editorial page sections only. The strength and quality of the output of this department determine the credibility, readership and advert patronage for the paper.

Equally important is the Business Manager who heads the department and is responsible for advertisement, circulation and promotion. The department ensures that the whole organisation is kept financially afloat. It secures advertisement, conducts promotional activities for the paper, which helps to promote and build goodwill for the paper. It consists of four divisions namely advertising, circulation, promotion and accounting or auditing.

The major sections of this department include:

- i) Advert Division: This is headed by the advertising manager whose duty is to sell the newspaper's advertising space to individuals and organisations. He solicits for commercial messages, prepares same and ensures their placement in the newspaper for the reader's consumption.
- ii) Circulation Division: This is otherwise known as Circulation and Delivery Section. It ensures that the newspaper copies get to the reader. Emphasis is given to circulation because advertising potentials/possibilities and rates are based on the number of copies sold per edition. All possible measures are adopted to make sure that the copies get to the reader while news is still fresh (before other competing newspapers reach them). This can be done through airlines, train, trucks, vans, newsboys, etc. Some papers use *office collect plan* where a boy is employed and paid based on the paper's price and the boy's route. Others use the *little merchant plan* of selling the paper at a wholesale price to a person who then retails the copies at the actual cover price to the actual reader. Again *news*

stands which are strategically placed at some attractive centres and main entrances of towns/cities are also used.

This division delivers, collects proceeds on sales and keeps record of such through circulation clerks and supervisors. It also collects and disposes the unsold copies of each edition. Subscription desk that relates with subscribers is also under this division. It also operates “courier service” for the newspaper, i.e. delivering mails, memo, (written messages to especially outstation staff).

In some organizations, the functions of the promotion, accounting/auditing division, and personnel divisions are all lumped together under what is called the Administration Department. It is managed by some officers like General Manager (admin), personnel manager and other administrative staff, cashiers and auditors.

iii) The promotion Division: This carries out some public relation (image making jobs), helps in increasing circulation and enhances more advertising space sales. This job can be undertaken through the use of other means of advertising/publicity like street cars, bus signs, bill boards, radio/TV commercials.

iv) Accounting/Auditing Division: It monitors the entry and exit of money and other materials in/out of the organisation.

Production manager on the other hand oversees the entire production of the newspaper and serves as the head of department. Its sole responsibility is to turn the editorial materials and advertisements into type and prints. For most papers today, the mechanical department consists of divisions like composing room, stereotype room, the press

room, photoengraving room, proof desk, (Ogunsiji,1989) comp graphics, mailing room and service division (Ahuja and Chhabra, 1998).

- i) The Composing Room: It is where typesetting is done and the type is arranged into pages based on the instructions given on the copy sent from the newsroom (in terms of characters' sizes and typefaces).
- ii) Stereotype Division: This is where newspapers are run through series of various steps-clamped and curved like plates of metals ready for the press.
- iii) The Press Room: Here newspapers are turned out-printed, trimmed and sent to the mailing room.
- iv) Photoengraving Division: In this division pictures are processed and printed at appropriate areas.
- v) Proof Desk: Proof reading is done by comparing the original and typeset copies to ensure conformity and correctness.

Communication In Managing A Newspaper

Communication is very vital in achieving the organizational goal. Management spends much of its time communicating with others. Managers must have to communicate their plans to subordinates who also will give feedback on how the plans are executed. Organizing the affairs of the enterprise also requires communicating with subordinates about what is required of them. Aina (2004:84) cited in Folarin (1989:9) who also cites Prosser (1978:56) as says organizational communication is “the means employed by organizations to solve their various problems and the means by which they adopt to their external environment”.

Communication is essential for the internal functioning of enterprises because it integrates the managerial functions. Weihrich and Koontz (1993:543 – 545) explained the communication flow in an organization as follows:

1. Downward Communication: Downward communication flows from people at higher levels to those at lower levels in the organizational hierarchy. The kinds of media used for oral downward communication include instructions, speeches, meeting, the telephone etc. Example of written downward communication is memorandums, letters, handbooks, pamphlets, policy statement etc.
2. Upward Communication: Upward Communication travels from subordinates to superiors and continues up to the organizational hierarchy. Unfortunately, this flow is often hindered by managers in the communication chain who filter the message and do not transmit all the information especially unfavorable news to their bosses. Typical means of upward communication, besides the chain of command are suggestion system, appeal and grievance procedure, complaint systems, counselling sessions, morale questionnaire etc.
3. Crosswise Communication: Crosswise Communication includes the horizontal flow of information, among people on the same or similar organizational levels, and the diagonal flow, among persons at different levels who have no direct reporting relationship with one another. This kind of communication is used to speed information flow, to improve understanding and to coordinate efforts for the achievement of organizational objectives. A great deal of the communication does not follow the organizational hierarchy but cuts

across the chain of command.

Factors Affecting Managing A Newspaper

Newspaper organizations are often profit oriented outfits and therefore are affected by some factors in their day-to-day activities. These include:

1. **Economic Factor:** Economy is an important factor that affects the survival of a newspaper organization. A stable economy makes a newspaper prosperous while a depressed economy translates doom to the organization. For instance, high inflation rate will have an adverse effect on the organization in terms of increase in prices of production materials; demand for more wages may affect advertising revenue.
2. **Competition:** Most newspaper production is carried out in an atmosphere of intense competition. Ahuja (1997:31) observes that every newspaper knew just what it had to expect on its own ground. But the circumstances have changed greatly. Of one thing only can a newspaper be certain - that it may expect competition from different sources. Certainly, the great challenge is to map out strategies to compete favorably with rivals.
3. **Political Factor:** Government policies sometimes hamper smooth running of a newspaper organization. Some legislations are anti-press. Decree 2 and 4 of 1984 are typical examples. Even in the era of democracy, the right to freedom of expression and the press is limited by other laws such as laws of sedition, defamation etc. Also, worthy of mentioning here is the issue of ownership and control. Government owned newspaper organizations are bedevilled by inadequate funding, external pressure from politicians, dearth of qualified staff and so on. On the other hand, the privately owned ones

sometimes dance the tune of their owners.

4. **Technological Factor:** The world is fast changing now due to advancement in technology. Computer technology according to Bittner, (1989:45) has been incorporated into many phases of newspaper publishing. Computers can now automatically set the stories into type and start the presses rolling. In this regard, any newspaper organization that does not adopt the new technology can not compete favourably with others that conform with the exigency of time.
5. **Administrative Problems:** These are special problems associated with staff management. In big offices for instance, it is not uncommon to find the number of employees running into several hundreds when all departments are taken into account, Ahuja (1997:34). In this case, surrounding the employment of a staff in any kind of business are innumerable legal responsibilities, trade unions and commercial obligations, which have to be constantly carried out while failure to meet such obligations constitutes a hiccup to the smooth running of the organization.

Recommendations

The following are recommended for effective management of newspaper in Nigeria:

1. Favourable economic climate should be provided by government for effective management of newspaper business. This has to do with strong currency that can compete with other currencies at the international market, control of inflation and sound fiscal policies such as low lending rate among others.

2. Technology as an important rudiment in newspaper business should also be made available and accessible. In this regard, indigenous technology should be encouraged and also enhanced so that accessibility and application would be made easier.
3. Computer software related to newspaper business should be made available for quality and speedy production.
4. Another important requirement is electricity supply. Nigeria is bedeviled by lack of constant electricity supply and therefore affects business. So, government should as a matter of urgency restore full electricity supply in the country for economic prosperity.
5. Newspaper organisations should employ effective management strategies for maximum output.

Conclusion

From the foregoing, it can be stated that, managing a newspaper requires a great deal of effort, human and material resources. In essence, all the legal requirements must be fulfilled; the ability to progress in the business is an important treasure. This is normally ensured through proper planning, organizing, staffing, leading and coordinating of different activities in the organization. So there is also the need for facing stiff competition squarely, adoption of favourable business climate and application of appropriate communication channels.

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**EMPLOYEE MOTIVATION IN MEDIA ORGANIZATIONS
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Abstract

Media practitioners work under tight and sometimes adverse situations ranging from poor remuneration, hard working condition and insufficient/obsolete equipment. These problems and others alike affect the performance of employees. Motivation entails addressing these issues by providing all what is required to boost the morale of the media practitioners for a better performance. This paper examines motivation as it affects media practitioners and how it could be achieved.

Introduction

According to Hodge and Anthony in Oyedijo(1998:8-9), an organization is a group of people working co-operatively towards a common objective or a set of objectives. Or it is a group of people working together to achieve a special purpose, which cannot be achieved by an individual working alone, (Aina 2002).

Thus a media organization refers to a group of people (reporters, editors, administrators and other skilled people) working together with the intent of attaining certain organizational objectives. Management on the

other hand according to Aina (2002:01) refers to “the manipulation of resources (man, machine, money, material and time) to achieve pre-determined objectives” According to Williams et al (1985) in Aina (2000:3) management is “the process of utilizing organizational resources to achieve specific objectives through the functions of planning, organizing, leading and controlling”

Managing media organization is therefore a complex task because it involves planning, organizing, leading and controlling those material/human resources to ensure the attainment of intended goals of the organization. The human resource (employees) especially need to be properly recruited, trained and re-trained, promoted and motivated to put in its best. How then can we ensure employee motivation which will consequently lead to more dedication for the attainment of organizational goals?

Objectives of Management

Media management does not take place only at the top where the board of directors initiate corporate policies but it manifests at other levels. The first line managers – Staff editor, Line Editors, Senior Producers, Senior Presenters, News Editors, etc, are part of it as they supervise some staff (middle level management). Generally, the main objective of management

according to Nwachukwu (1988:2) is “the coordination of efforts in order to attain expected results in reasonable time and with minimum amount of money, discomfort or energy”. Managers are people who are primarily responsible for the achievement of organizational goals. Any organization that fails to realize its objective often blames its management”

This blame comes because it is the duty of the manager at any level to perform some or all of the following duties:-

- Involved in decision making about realizing the organization’s objectives (in areas like recruitment, expansion and contraction of activities etc);
- Periodic review and evaluation of staff performance e.g reporters, producers (e.g through log books, annual performance/evaluation reports).
- Policy formulation for the organization (e.g on staff welfare, recruitment and training). This concerns the top management staff; and
- Planning (short term, medium term and long term).

From these duties, it could be deduced that, managers in media organizations perform the following classical functions according to Aina (2002:5 – 6).

- Forecasting and planning – Choosing between alternatives considering the situations and making informed predictions on directions to follow;
- Organizing – Allocating assignments to their subordinates and breaking these assignments into harmonious units for easier attainment of goals;
- Coordinating – Different tasks are unified/harmonized to achieve a common focus. Smaller tasks from units are coordinated into one whole objective;
- Controlling – Standard of performances is set and monitored for effective compliance and discourage any deviation i.e maintenance of house styles; and
- Motivating – Good performance is rewarded through different means – recognition/praise, exemplary leadership, welfare packages etc.

The Concept of Motivation

Among the perplexing current problems in the management of broadcast and print media organizations is the desire to achieve an optimum use of the talents of individuals in these organizations. Any committed member of staff tries to achieve the organizational goals. This commitment only comes and will be maintained when and if the staff gets satisfied in his job. The effective means of getting job satisfaction by the staff is motivation. It is the driving force that increases the level of job satisfaction in “both private and public sectors” (Karwai, 2005:97). Without job satisfaction, certainly the staff may be frustrated, disappointed and demoted.

Motivation Defined

The word motivation originates from the Latin word *movere* which means to move. DeCenzo and Robbins (1988:312) see motivation as “the willingness to do something and is conditioned by this action’s ability to satisfy some need for the individual” and need in this context is referred to “as some internal state that makes certain outcomes appear attractive”

According to Nwachukwu (1988:181) “motivation is that energizing force that induces or compels and maintains behaviour” Again Aina

(2002:135) says motivation came from the Latin word *Mover* which means “to move” and thus it refers to all forms of drives, needs, wishes and related forces that energize, direct and sustain human behaviour or in a shorter form “the will to act, or direct one’s behaviour toward certain needs or goals”

These definitions and many others alike indicate that motivation could be intrinsic or extrinsic. It again has some theoretical perspective as follows:

- Traditional model – which assumes that an average worker is lazy and unwilling to accept responsibility and can only be energized (motivated) by money only. As such, a theory otherwise called X view of man by McGregor believes that the worker must be closely supervised and controlled to work efficiently and justify his pay.

This is a wrong assumption because individuals differ. The factors that motivate one employee differ from what motivate others. The important thing here is putting in place all that is required to make the employee work.

- Scientific management view upholds the one above explaining that man has natural soldiering (related to his deliberate attempt to slow down production unless he is economically motivated).
- Human relations view – This emphasizes the fact that the social environment of a staff motivates him. This means that the favourable attitude of his colleagues does better than money in motivation.
- Human resources model – This believes that the nature of the job, incentive packages, system of supervision and workers perception of the work environment collectively motivate the staff.

The human resource model is viewed to be relevant to this paper because of its believe that motivation is a multi-dimensional encompassing nature of the job, incentive packages and so on.

Need for Motivation

Modern organizational management no longer uses the ‘command and control’ style because it is counter productive. It now uses the ‘advise and consent’ style which is more motivational. Motivation of different kinds is thus necessary in any media organization to help achieve its goals. This should include financial rewards and others listed below. Dimkpa’s

(1997:55) investigation reveals that journalists are, besides money, motivated by:

- an obligation to help shape society for the better;
- a feeling that as custodians of information, they are highly respected individuals in the society;
- contributing to the country's development; and
- intellectual exposure provided by the job.

These could be seen as intrinsic form of motivation. There is then the need for extrinsic motivation from the management and the nature of the job. These include good and prompt payment of remuneration, commendations and provision of good/sufficient working materials.

Motivation and Its Theories

Motivation is influenced by many variables and it involves a lot of things physical and psychological things. Karwai (2005:102) says, "motivation has to do with total organizational environment such as performance, the organizational environment and human resources"

Performance depends on habits, morals and skills that have been acquired through the process of learning and training while the organizational climate has to do with the pattern of behaviors that both the

leaders and the led learn for dealing with one another. What do they assume or expect from one another etc?

In order to understand how to motivate staff, a look at some motivation theories is necessary; viz:

Maslow's Hierarchy of Needs

Abraham Maslow (1954) hypothesized that within every human being exists a hierarchy of five needs namely:-

- **Physiological Needs** – Hunger, thirst, shelter, and other bodily needs
- **Safety** – Security and protection from emotional and physical harm
- **Love (Social Needs)** – Affection, belongingness, acceptance, friendship
- **Esteem** – Internal esteem factors like self respect, autonomy and achievement and then external esteem factors like status, recognition and attention.
- **Self Actualization** – The drive to become what one is capable of becoming e.g growth, achieving one's potentials, self fulfillment.

These needs are further ordered as lower order and higher order. According to him, physiological and safety needs (lower order needs) are satisfied externally (through wages, tenure and pleasant working conditions) while love, esteem and self actualization (higher order needs) are satisfied internally.

It is worth noting that media organizations will not succeed if the physiological needs are not satisfied. Where reporters, producers, editors etc have no good food, clothing, and befitting shelter, their survival may be threatened and their performance less.

The satisfaction of one set of needs naturally leads to the next higher need. Therefore, once the physiological needs are satisfied, safety needs will arise. The need for physical and psychological (job) security, is really essential in journalism which is a risky profession. There is need for insurance packages (to cater for sudden death and other hazards), good pension/gratuity for retiring professionals, minimal use of queries and dismissal threats by the management in order to satisfy these needs.

Social/love needs is the next. This has to do with interactions with other people, developing friendship, acceptance and affection by others. This

could be achieved through fora for recreation so as to establish informal relationships among others.

Esteem needs concern the personal growth (aspiration) of staff. Here the need for self respect and respect by others is relevant. Staff members need to master their jobs to earn this. As such, good rank designation at this level is mandatory. Let there be appropriate re – designation of ranks and positions to boost worker's ego.

Self actualization is the last need – This has to do with realizing one's potentials. People do achieve this by executing challenging assignments. This leads to inner feeling of self fulfillment.

McGregor's Theory X And Theory Y

Four assumptions are held by managers under theory X according to Douglas McGregor.

- Employees inherently dislike work and would attempt to avoid it if possible;
- Since employees dislike work, they have to be coerced, controlled or threatened with punishment to achieve desired goal;

- Employees will shirk responsibilities and seek formal direction whenever possible; and
- Most workers place security above all other factors associated with work and will display little ambition.

These are negative assumptions about employees. He then postulated the theory Y with four assumptions:

- Employees can view work as natural as rest or play;
- Employees will exercise self direction and self control if they are committed to the objectives;
- The average person can learn to accept, even seek responsibility; and
- Creativity (ability to make good decisions) is dispersed throughout the population and not only on the managers.

These two put together, one will find that the issue of high performance in organizations rests on its ability to motivate staff from all angles. We will therefore consider how the following could affect motivation in media organizations.

Recruitment

Recruiting according to DeCenzo and Robbins (1988:118) is the discovering of potential candidates for actual or anticipated organization vacancies, ... a linking activity bringing together those with jobs to fill and those seeking jobs” It is a management action directly concerned with finding qualified applicants to fill vacant positions. Among the main stages in the recruitment process are: determination of vacant positions, job description, job specification, considering the source of recruitment, selection, interview and induction.

Recruitment is very important in motivating staff because it is only when the right process of recruitment is followed and the right candidates are selected and recruited that certain kinds of needs will be met. Where, for instance, there is the right recruitment, workers will be competent enough to handle specific jobs thereby achieving their esteem, and self actualization needs. These needs will consequently motivate them intrinsically to perform. It is also through recruitment that the required caliber of personnel would be obtained looking at the nature of the organization and the types of people already working in it. In any vacancy to be advertised, job specification which according to Flippo (1970) “is a statement of the minimum acceptable

human qualities necessary to perform a job properly” is necessary. This if followed will favour the second need – love/social need as stated by (Maslow 1954) having to do with belonging, acceptance and friendship.

Training and Retraining

Training is the process of assisting employees to attain a level of performance and a quality of personality and social behaviour that meet their need and those of the organization, Aina (2002:119). But to DeCenzo and Robbins (1988:240), it is “a learning experience; in that, it seeks a relatively permanent change in an individual that will improve his or her ability to perform on the job”

According to Nwachukwu, (1988:121) employees training and development greatly enhance his “utilization, productivity, commitment, motivation and growth” It favours change of skills, knowledge, attitudes or solid behaviour. It also helps to positively change “what employees know, how they work, their attitudes towards their work or their interactions with their co-workers or their supervisors”, (DeCenzo and Robbins 1988:241).

Training can either be on-the-job or off-the-job. On-the-job training more frequently occur in our organizations. This training places the

employee in an actual work situation and makes them to be productive. While off the job training includes classroom lectures, films, demonstrations, conferences, etc.

Training of whatever sorts helps to motivate the employee because it makes him more competent thereby satisfying his self-actualization needs. And with this satisfaction in mind, the employee will be willing to put in his best to grow and realize his potentials.

A trained staff has more confidence in his ability to perform. This is because of his belief that he has control on his environment and is equipped to tolerate occasional disappointments, frustrations and inconveniences. Again, he derives intrinsic satisfaction from his work which in turn promotes his morale (Nwachukwu, 1988:122).

Furthermore, through training (especially off-the-job), the employee comes to interact with other employees from other organizations to rub minds thereby establishing friendship, gaining acceptance, and thus fulfilling his social needs. This again helps to motivate him.

Promotion

Promotion of employees as at when due is a good motivating factor. A staff who anticipates promotion because he is due will be demotivated if the organization fails to promote him. The criteria for promotion should be made as fair and open as possible.

This promotion may be level-to-level or an ordinary desk-to-desk. It may be accompanied by monetary reward or not. In any case, promotion helps to motivate employees because it leads to the attainment of esteem and self actualization needs.

Conclusion

In summary, motivation can thus be seen as multi-dimensional, i.e It could be achieved through different means – physical, financial/monetary, psychological, verbal or written. The only thing is to make the employee realize the spirit behind doing or giving him something.

Therefore, it becomes imperative for all managers to ensure providing motivation of all sorts to their staff with a view to boosting their morale for better performance and productivity.

Recommendations

Generally, in media organizations according to Aina (2002:154-155) there is need for media managers to ensure that they promote and inculcate intrinsic motivation in their staff. This is because it motivates staff 'more than extrinsic motivation and it even stays longer.

Again, fora for discussions should be organized between the management staff of media organizations and their subordinates (formal or informal) so that they could get to know what best motivates them because different things motivate different people.

Moreover, it should be realized that motivation is a multidirectional process. When for instance, a request is made for working tools, by the Senior Editor on behalf of a reporter, that will not only benefit the reporter but even the organization. Offences should not always be followed with queries and the like immediately as it may lead to fear of job insecurity which also demotivates staff. Issues like that should properly be investigated before appropriate punishments are meted on erring employees.

Office accommodation and sufficient working tools to staff should be provided. Newsroom needs to be properly furnished. Computers for reporters and editors, for news processing and packaging should be made

available. Insufficiency or complete lack of these materials may lead to non-performance when actually the staff can perform.

Another important motivating factor is good condition of service, good packages and terminal benefits. Other claims (traveling allowances etc) should fairly and promptly be paid just like salaries, leave grants, etc.

On the whole, leading managers should lead by example. Good leadership and exemplary behaviours, personal integrity and good knowledge of jobs will go a long way in motivating their subordinates.

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**PUBLIC LIBRARIES PROVISION IN KATSINA STATE:
PROBLEMS AND PROSPECTS**

BY

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Abstract

This paper discusses problems of public library development in Katsina State. It points out that no public library can develop without government intervention in infrastructures, facilities and stock. The paper then discusses some factors militating against the development of public library and the role of the NLA in the development of public libraries particularly in Katsina State. Recommendations and solutions to the problems are offered.

Introduction.

The need for self-education, free flow of information, storage of public document engendered the institutionalization of libraries for the general public. Though the date for the first public library is a matter of guess, archeologists have shown that as early as 300BC collections of clay

tablets on which information on conflict, wars, treaties, genealogies of royal families, correspondences etc. were recorded. Ezekwe (1999).

So much has been written on the needs for the development of public libraries in Nigeria. It is not intended to repeat what most of the readers have read about or even written. However for the benefit of those who would like to read about the literature of public libraries development in Northern Nigeria and Katsina State in particular, I would like to mention such Reports as “Development of public libraries in Africa, by UNESCO, (1954) “Library need of Northern Nigerian,” by Sharr (19963) Library Services in the New State of Nigeria by Pearce,” (1968) the new National Policy of Education etc. A part from the numerous some reports a number of distinguished librarian wrote, published and presented many papers on this same topic.

From the foregoing, it can be realized that various Nigerian governments have appreciated the importance of public libraries in the country.

Public Libraries

Ezekwe (1990) in his book, Foundation of Library and Information Science quotes the British Library Association defining public library as

“Rate-supported libraries, whether municipal or country, open to the general public”. This definition depicts public libraries as being financed from the proceeds generated from the public in form of rates or taxes and which makes them liable to general public services. He argues that if rates are not paid and there is no political division called municipal or country. What will be the case, he says, this definition can only be applied to British Traditional society since state governments sponsor public libraries in some nations.

Ekpong (1975), in contrast to the above explanatory definition, highlights the concepts of public library “as organized book collection that is publicly supported, free circulating libraries, having a good number of staff and a good building to contain the books, a number of readers to use it with facilities like chairs, tables etc. for recreation”. He added that such libraries are founded with an act of parliament or governing body. Ekpong’s definition is more elaborate explanatory and descriptive as well. In essence both definitions are pointing to the basic facts, that public libraries are public institutions, owned and financed by the public, the services of which are freely open to all, irrespective of age, race, profession, status etc.

Ezekwe (1999) quotes Manros (1961) describing the objectives of public libraries as it goes half way to meet the reader, anxious to know his

needs and meet them, and to attract him by offering various ways and means of obtaining information, cultivating his mind and finding relaxation. Andres Manrois (1961) statement is a clear identification of the major objectives of providing means and ways of obtaining information (i.e reliable information) and at the same time offering relaxation and recreational services.

In Nigeria the first pro-public library was in 1910 when Tom Jones established a subscription library in Lagos, which was later in 1946 integrated with Lagos library to be called Lagos Public Library. (Olanlakun & Taofiq (1993).

Development Of Pulic Libraries In Katsina State

Katsina library come into existence in 1982 as a branch library of the then Kaduna State Library Board, with the creation of Katsina State. Library was made to be a board in November 1990 serving the headquarters of the state library board. Initially the board has only seven (7) branches, which were integrated from the former Kaduna state library board. The Katsina State library Board now has branches in all local government headquarters. As a result of the state government directives that all local governments in

the state to construct libraries, furnish, equip and stock them with books and hand them over to the state library board.

Human element is perhaps the most important factors of all in determining the success or otherwise of a public library service, staffing therefore can be referred to personnel recruitment in an organization. As noted by Nuraddeen (2000), there are about 248 staff in the state library board cutting across all branches.

The unfortunate situations here despite all the number of staff, several factors exist or have come to affect the development of public libraries in the state. A part of the library I will support that the educational system of the state did not planned for school libraries not even to focus for public libraries.

The past and present leaders of the state have done nothing to improve the library services and do not appreciate the general and specific roles of public libraries in educating the public.

Libraries have played a very vital role in the life of our people. If we are to meet the challenge of our time in terms of economic and political development, something now must be done to bring public libraries closer to the masses in the state.

Katsina state is a fast developing state. To what extent this development has affected the establishment and expansion of public libraries, in this state is yet to be made clear to many. Public libraries exist in every civilization in which scholarship and learning valued. "Scholarship" here is meant to describe the type of intellectual activities that work out the implications of a received body of information. Such an activity necessarily implies a more complete and accurate preservation of previous speculation and experience than oral tradition can hope to give. Thus one finds a collection of written records growing within every institution of learning, religious organisations, or governmental institutions. Access to these writings is not restricted community and scholars.

People in Katsina State and the northern Nigeria in general did not accept western education willingly. But schools of all kinds have come to stay and develop in all parts of the region. We are crying out against educational imbalance in the country, we cannot fill our quota in most of tertiary institutions, and are always calling to bridge these gabs. If government has taken these issues seriously, the whole picture of the library scene would have been different.

There are quite a number of problems affecting library development in the state. In fact one can list a dozen and discuss more. For instance, the geographical size of the state, lack of suitable reading materials, lack of suitable reading materials, lack of publishing places and book selling, educational factors, political factors, social and cultural problems, government factors professional attitude etc. for the purpose of these paper very few factors will be discussed.

Umar (1974) notes that in northern Nigeria social and cultural attitudes affect our reading ability. Due to non-reading culture and cultural believes. I must support his view because there is a belief that people who read a lot are often considered anti-social. Some people think that those who read a lot have no good friends. It is generally known that youth are interested in a communal way of life. People prefer to sit in groups and discuss, chat, gossip and share all kinds of experience, which we need to change and focus the reality.

The transfer of public libraries board from one ministry to another affect the development of public libraries. Every transfer means the library will take time to find its fate in the new ministry. If the library is not lively under the library place, the whole services will collapse and that was the

situation of the state Library Board even though the transfer was done in the then Kaduna state.

The professional attitude also affect library development in the state. For instance, since 1995 the Nigerian Library Association (NLA) Katsina State chapter has been dormant, and no effort has been made to reactivate the chapter until 2005. This nonchalant attitude of the professionals affect library development in the state. A part from the nonchalant of the professional there is also qualification conflicts. Umar (1974) observes that some professional libraries feel inferior among other professionals. Such type of attitude should be discouraged, what was needed is stringed united and co-operative libraries.

Solutions

Information resources materials provide enormous power and the quest for them constantly increasing. It is necessary to provide the readers with modern library facilities and ensure quick circulation of the materials, which should reach the users. We should spare no effort towards distributing materials such as books electronics, and non electronics as a rule for free among libraries, within the frame work of their network which

rightly render services to the state, then the people will strive for library and knowledge.

Funds should also be available to enhance state library board services to the public and purchase new materials.

Recommendation

It is obvious that if development is to occur, a vast programme for the setting up and maintenance of public libraries in local government headquarters must be instituted. The state government should face the matter squarely and make sure adequate provision of materials and manpower are available in order to meet the challenges of the information age.

Library staff should be encouraged to further their studies so as to meet the required manpower. It will make nonsense of the whole idea of reviving public libraries in the state, if there are no qualified librarians to man the libraries. Public libraries are needed in order to build the much wanted egalitarian society.

There is a great need for the State Library Board and the Nigerian Library Association (NLA) to organize conferences and workshops or seminars

in the state. These meetings should be on quarterly or yearly basis just as other states do.

Of course there are some problems in organizing such conferences and seminars, but the unity of our members can influence the development of the profession and their services in general. Librarians in the state should be more united and cooperative. It is important here to call on the leadership of the (NLA) to be more broad minded, at present many librarians have indifferent attitudes towards the profession generally. This can be seen from the poor subscription of the NLA and Librarians Registration Council (LRC).

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**THE ESSENTIALS OF 'HIBA' AND ITS RELATIVE SIGNIFICANCE
IN COMMUNITY DEVELOPMENT UNDER ISLAMIC LAW**

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Abstract

The position of Islam on gifts (Hiba) is very significant one. The general principle is that gifts should be exchanged according to circumstances with emphasis on cordiality. It is in fact intended to facilitate social cohesion and as a measure of narrowing the gaps between the various social strata. Its expression as a gesture of mutual friendship, sharing and human kindness conceptualize gifts in terms of religious and moral ideals capable of eradicating social vice such as greed hatred and envy. This paper looks at the principle involved in making valid gifts under Islamic law and recommend that its use in our contemporary society will help immensely in boosting communal tolerance.

Introduction

Hiba in Islamic law refers to the immediate and unqualified transfer of ownership of property from one who is alive to another without any condition for return (Iwad). Hiba is also termed as gift with the motive of winning the heart of someone or

for generating mutual relationship and love. The prophet (SAW) has said.

“Exchange gifts among yourselves and thus
strengthen mutual love with each other”

In view of the above, the Prophet (SAW) strongly recommended the giving and accepting of gifts. One must not despise even the smallest gift. Gifts can therefore be received or made in favour of any person, Muslim or non Muslim rich or poor. Gift can be made by a husband in favour of his wife and vice versa. Thus unlike testamentary disposition, gifts are not fettered by hereditary rights or the bequeath-able one third. There is also no law saying that it must only be given to destitute persons (Abdurahman 1982:475) Nevertheless the law has ascribed gift the status of either compulsory (Wajib) or desirable (Mandub). It is Wajib when fellow beings are exposed to the tribulations of hunger and humiliation of nakedness, occasioned by natural disasters, war etc (like that happened in Jos and Palestine).

On the other hand, it becomes Mandub, charitable act, at a level that is not as serious as the situation where people are at the mercy of hunger and nudity.

The Essentials of Hiba (Gift)

To constitute a valid gift the following essentials must be satisfied viz:

- a. offer and acceptance
- b. taking possession
- c. principle of tamlik
- d. capacity
- e. subject matter.

A. Offer and Acceptance: in order to make a valid gift there must be an offer by the donor (Al-Wahib) and acceptance by the Donee (Al-Mahiblahu).

❖ **Offer:** Offer is a definite statement by the donor declaring his readiness to transfer the right of ownership of his property to the donee. It may be done in writing or orally.

The legal requirement for a valid offer by the donor is (as

are all actions in Islam) subjected to intention – hence where there is no real intention to make a gift the gift automatically fails. Examples of such gifts are *Sham* Gifts such as those done in colorful occasions.

❖ **Acceptance:** Acceptance as an essential for a valid gift involves the question of the donee's consent to accept the gift. Obviously where the donee rejects the offer, the gift is deemed to have failed and there is nothing the donor could do other than redirecting his offer to some one else.

B. Taking Possession (Hawz): Taking possession is the Islamic a conditional characteristic of the validity of a it, and to compete gifts, it must be shown that the donee has actually or constructively taken possession of the subject matter of the gift.

The Author of Jawahirul Iklil Says:

The offer of a gift of an item of property by one couple to the other partner is valid even if the donor still exercises control over the property because of an existing necessity. It is valid that a wife offers her husband a house in which he lives. Ibn Al-kasim opined that if she offers him a house and both of them live in it, he donee (husband) has taken possession of the

property because it is a duty on him to provide accommodation for his wife. His living there in with her is tantamount to taking possession of it.

Possession must be taken before the donor falls sick leading to death (in which case the subject matter of the gift reverts to the decreased estate) or before he becomes mad or before he becomes totally insolvent.

C. Principle of Tamlik: Related to taking possession as a prerequisite for a valid gift is the principle of Tamlik (delivery of ownership). The principle demands that the donor must actually transfer or deliver ownership of the subject matter of the gift to the donee absolutely. The law however requires that the donor must have the full right of ownership over the subject matter of the gift as nobody can give what he does not have. The question to ask at this juncture is whether the donor is permitted to ask or receive any form of compensation after perfecting the principle of Tamlik.

In view of the Hanafi school of law, once the donor asks for any form of compensation it ceases to be a gift.

But under the Maliki School of law asking or receiving any form of compensation by the donor does not negate the spirit of a gift, (Muhammad, 1987).

On the authority of Ibn Abbas may Allah be pleased with them, a man offered a gift of a camel to the Apostle of Allah (PBU) and he offered him a reward and asked him, are you satisfied? "NO" and the prophet offered more. He finally expressed satisfaction. Ahmad reported it and Ibn Habar confirmed its authenticity.

However, a gift is invalid where it is purported to have been delivered with a condition restricting its use or disposal by the donee. But a declaration by a donor purporting to transfer certain property by way of gift to the donee at a future time is void. This is because Islamic law insists on Physical delivery of ownership wherever possible (Asaf 1981).

D. Capacity: Legal capacity is known in the technical term of Muslim jurists as *Ahliyyah*, i.e. fitness or competency. Unlike the common law which limits attainment of legal capacity to a particular age (18yrs) capacity under Islamic law is acquired only upon reaching a certain level of intellectual maturity and responsibility (*Taklif*), which could only be found in the ability of

an individual to understand the consequences of his acts or omissions. But since intelligence and discernment are hidden qualities Islam has linked *taklif* with the attainment of the age of majority (*Bulugu*) which can be factually evidenced.

The prophet (SAW) has stated the principle thus:

“The pen is lifted from three people; the one who is asleep until he wakes, the child until he attains puberty and the insane until he regains sanity.”

Ahliyyah is divided into two viz: Ahliyyah, Al-wujub and Ahliyyah al-ada.

Ahliyyat Al-Wujub: Is the capacity of every living individual irrespective of who he is or in what condition he is to receive or claim rights from others by virtue of his dignity as human being. (*Al-dhimmah*)

Ahliyyah Al-Adah: Is the capacity to discharge obligations. This is acquired only upon attaining a certain level of mental maturity – and so not every individual is competent.

Capacity of the Donor: The donor must satisfy all the conditions relating to Ahliyyah. That means he must be mature and of sound intellect. Consequently the following can not be competent donor:

- i. Infant and Insane: infants and insane persons of any age are devoid of intellectual maturity and competence (Ahliyyah al – adah) and so no legal consequences are accrued from their works or actions. In the law of gifts
- ii. Therefore they can't make a valid gift even with the permission of their guardians.
- iii. An idiot (*Ma'tub*): An adult with defective intellect cannot also make a valid gift.
- iv. Persons under the effect of intoxication cannot make a gift.
- v. Persons under fear, duress and undue influence cannot make a valid gift.
- vi. Persons in death sickness (*Mard – mart*) cannot dispose more than 1/3 of their property as gift.

Capacity of the Donee: A donee is only expected to satisfy the condition of *Ahliyya al-wujub*. As a general rule every living person is a competent donee. The following are fit donees.

- i. Infants
- ii. Lunatics
- iii. Idiots
- iv. Sick persons
- v. Presumptive heir: A presumptive heir can be the object of gift, though Islamic law frowns at a man treating his children unequally by showing preference for a child against another in the way he offers them gifts, such a preference is abominable. This is based on an incident reported during the life time of the Holy prophet (SAW).

On the authority of Annu'man Ibn Bashir, that his father took him to the messenger of Allah (SAW) and said: I give my son (Nu'man) a gift of one of my slaves. The messenger of Allah (SAW) said" Did you give all your children similar to this? He said "NO". the messenger of Allah (SAW) Said 'withdraw the gift'.

In a similar narration the prophet (SAW) was reported as saying ‘fear Allah and treat your children equitable’ some scholars of Hadith quoted his reacting that “This is injustice’. Other scholars said he said “This is partiality let another person instead of me be your witness” (Assayid 1981).

E. Subject Matter of a Gift: The subject matter of a gift is simple – any form of property *Mal-Mutaqawwam* capable of being owned and possessed may form the subject of a gift. The following validity requirements are however worth noting.

The property should first and foremost be pure and lawful under Islamic law. It therefore follows that a gift by a Muslim to non-Muslim or by a non-Muslim to non-Muslim or by a non-Muslim to a Muslim must not include unlawful items for Muslims e.g. alcohol, pigs, stolen, or embezzled items e.t.c.

Secondly gifts in anticipation of votes by politicians or in anticipation of employment or to divert the cause of justice are illegal, immoral and contrary to Muslim public policy.

Termination of Hiba

An offer of gift is terminated in any of the following ways

- a. Revocation
- b. Rejection
- c. Death sickness
- d. Insanity
- e. Insolvency

a. Revocation of a Gift (Ar-Ruju Fit Hiba)

According to Islamic Law all voluntary transaction are revocable, hence revocability is a characteristic of the law of gifts. But a tradition of the prophet (SAW) shows that he was entirely against the revocation of gift, and this is understandable for in early days as nowadays the making of mutual gift improves the relations between man and leads to cordiality and affection. This stance is based on the following reported statement of the Holy Prophet (PBU).

On the authority of Ibn Abbas, may Allah be pleased with him, the Holy Prophet (PBU) said “A person who rescinds his decision of gift is like a dog which vomits and returns to swallow its vomit. (Buhari and Muslim). In another form Buhari reported it thus: “we do not have an example that is as bad as a person who revokes the gift like a dog vomiting then going back to swallow it”

The consensus on the basis of this statement is that it is forbidden (haram) to revoke a gift. But the minority view challenged this interpretation arguing that it is the nature of dog to go back to what it vomits and eats it. Then on the basis of analogy, it is a matter of indecency rather than illegality to rescind a decision on a perfected gift. However, the following Hadith settles the argument in favour of the majority opinion. It reads.

“On the authority of Ibn Umar and Ibn Abbas that the Prophet (SAW) of Allah said “It is not lawful for any Muslim to make an offer of gift and rescind his decision except in a gift from the Father to his child”.

In connection with the above Hadith the right of the parent to revoke a *Hiba* in favour of his child is called *Al-ifisar* and this forms one of the exceptions to the general rule of irrevocability.

That is to say a father can revoke a gift he has already made to his child. But the right cannot be exercised to withdraw gift the child has committed to contract a marriage or used to guarantee a loan. The father forfeits this right if the condition of the property has undergone a change, appreciation or depreciation in quality or price, or if the child has given it to some one else (Ambali 1998:311).

Other irrevocable gift includes a gift by a wife her husband and vice versa or when the donor or donee dies or when the subject matter is lost or destroyed or has been transferred by the donee by sale, gift or other. Likewise a gift to a relation or poor person cannot be withdrawn. But a gift by a poor person to a rich person can be withdrawn if the rich person does not reciprocate with something equal in value or higher. The law treats gifts by the poor to the rich as gifts in anticipation and the prophet has demonstrated how it should be treated in the tradition reported by Ibn Abbas (Ambali 1998).

Revocability or irrevocability of a gift by a man (rich or poor) to a woman (rich or poor) and vice versa in anticipation of marriage (betrothal) is jurisprudentially debatable. The four Sunni schools of Islamic law viz: Maliki, Hannafi, Hambali and Shafi'i have different views on the refundability or otherwise of such gifts, if the marriage is not concluded.

The Maliki School which is the applicable law in Nigeria advanced two different views. The first view which is the favored views of the school, is that such gift present, should not be returned if the suitor withdraws, but if the women withdraws she should return the gift items in their real state or their equivalent value if they have perished or changed. The second view is that nothing should be returned whoever withdraws.

The Hannafi School argued that betrothal gift should be regardless of whoever is withdrawing provided that the gift items are still in their original condition. But if they have perished or changed, the donor should not claim anything.

The Hambali school jurists opined that such gift should not be revoked and so nothing should be returned to the donor under whatever circumstance.

The Shafi'i law stated that such presents should be returned whoever is withdrawing and if lost the value of the perished property should be returned.

Conclusion

The paper discussed the essentials of a valid gift (hiba) under Islamic law. These are offer, acceptance, taking possession, delivery of ownership, capacity and subject matter of a gift. It also discussed the possibility of terminating a gift and the impact of that (if any) on the individual donee or the community as a whole. It finally emphasized on the importance of gifts as social development concept under Islamic law.

Recommendations

1. Muslims should encourage the culture of exchange of gifts in their communities for social development. Allah said in the Qur'an .2:177

True piety does not consist in turning your faces towards the east or the west, but truly pious is he who believes in Allah and the last Day, and the angels and revelation and the prophet, and spends his substance – however much he himself may cherish it upon his near of kin and the orphans and needy and the traveler and the beggars and for freeing of human being from bondage.

The prophet (SAW) said “exchange gift to promote mutual love and exchange greeting to eradicate hatred’.

2. Leaders of public and private organisation should use gift as reward or and to motivate their workers for maximum labour performance.

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**THE APPLICATION OF INFORMATION TECHNOLOGY TO
LIBRARIES IN NIGERIA: PROBLEMS AND PROSPECTS**

BY

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Abstract

Information explosion has become a daily occurrence in our libraries and the introduction of information technologies has taken the libraries into task. This paper defines the concept of Information Technology, highlights the various information technologies found in Nigerian libraries and their importance. It also looks at its advantages, problems, future prospects and recommendations in respect to application in the Nigeria situation.

Introduction

In an increasingly competitive environment the concern of managers of library and information services must not be only the survival of our libraries and information services, but also their development within a clear and coherent framework of policy. Just as in any other sector of the economy, our services can only survive if they continue to develop.

In Nigeria, libraries perform many tasks in society from keeping within the variation however, there are some consistencies. Their common characteristics have consequences on the nature of information services that exist, and on the kind of services that ought to exist. This diversity of information provision with its

potential for corporation and its potential, equally, for conflict, is one of the challenges of the information corporation.

There can be little doubt that the future of library and information services in our society is bound up closely to the development of information Technology (IT). While the concept of the provision of an adequate level of services should never be confused with the existence of technology, it is fairly clear that many of the activities performed by libraries and the services they offer, can be enhanced and many new services can be developed using suitable information technology.

Concept of Information Technology

Information Technology according to Ochogwu (1994) denote a wide range of technologies comprising of Computer Technologies of various kinds, Telecommunication Technologies, Micro Technologies, Fibre Optics, Satellite Transmission, Telefacsimile Transmission and Teleconferencing among others. According to Marghalani (1987) Information Technology is a term which encompasses the notion of the application of technologies to information handling (generation, storage, processing, retrieval, dissemination and so on).

As defined by American Library Association (1983) information technology is the application of computers and other technology to the acquisition, organization, storage, retrieval and dissemination of Information. This definition implies that it is restricted to systems dependent upon a micro-electronic based combination of computing and telecommunication technology.

Information Technologies Found In Libraries

The information Technologies found in libraries today can be divided into three categories: computers, storage media, and telecommunications. Siddiqui (1997). A computer performs processing operations on data, and is used to store and retrieve information, process transactions, sort data and so on. Since the Central Processing

Unit (CPU) of the computer has a definite amount of data capacity, it requires additional storage media, such as magnetic disk and tape, and audio tape. A disk is the most common auxiliary storage device. Telecommunication facilitates the transfer or communication of data and information.

Siddqui (1997) considers the following part of information Technology:

- ❖ Automation (online public access catalogue, cataloguing, acquisitions, periodical control, circulation and reference)
- ❖ Personal computer applications
- ❖ Compact Disk Read Only Memory (CD ROM)
- ❖ Telecommunication (networks)
- ❖ Online searching
- ❖ Electronic mail, electronic bulletin boards and telecommunications and electronic conferencing
- ❖ Telefacsimile (fax).

Advantages of Information Technology

Libraries are using IT to automate technical services to provide efficient reference and information services, to network operations such as cataloguing, authority, control, interlibrary loan, and international bibliographic project. If properly utilized IT helps the growth and development of libraries in different directions. Some of the advantages of libraries of IT according to Cochrane (1992) are as follows:

- Allows easy integration of various activities;
- Facilitates cooperation and the formation of library networks;
- Helps to avoid duplication of efforts within a library and between libraries in a network
- Eliminate some uninteresting and repetitive work;
- Helps to increase the range of services offered;
- Provides marketing opportunity of its services;

- Ultimately may save and/or generate money
- Increases efficiency.

Henderson (1992) further states that information technology provides numerous benefits and advantages to library users. Some of the advantages he identified include:

- Provision of speedy and easy access to information
- Provision of remote access to users
- Provision of round the clock access to users
- Provision of access to unlimited information from different sources
- Provision of more up to date information
- Provision of information flexibility to be used by any individual according to his or her requirements
- Facilitation of reformatting and combining of data from different sources.

In all, information technology is a tool, which provides opportunity for full organizational restructure (i.e to provide enhanced user satisfaction cost effectiveness, integration, faster and simpler programmes, rapid responses and easier operational procedures).

The Available Technologies for Nigerian Libraries

When appropriate technologies are spoken of, it usually implies that there is a wide range of available technologies to choose from, and, the choice of a technology which suits a particular circumstance would be the appropriate technology.

It is not an easy thing to state even if one happens to be a specialist in information technology, the information technology requirement of a library that is not really well developed.

The problems are two fold.

1. Different branches of information technology are developing at different rates and not always in the same direction. One cannot forecast which of them will predominate and which will not.
2. Many successful technologies are in fact combination of technologies and the ways in which tomorrows technologies can be combined are particularly difficult to forecast.

The best one can do is to make a forecast for libraries that are even non starters in the area of information technology. The options available for now include personal computer application, CD-Rom searching, telefacsimile, networks, electro copying, electronic mail and internet.

Personal Computer Application

The application of computers to library and information activities in Nigeria has been more of a mere dream than a reality. The information arena the world over is witnessing a revolution which is occasioned by the continuous impact and challenge posed by new technologies.

There are many functions in the libraries that computer can be made to handle effectively. These may be grouped into three categories viz:

1. Housekeeping functions, which encompasses few subsystems as follows cataloguing, acquisition, serials, circulation
2. Information storage and retrieval, which entails SDI services.
3. Management functions, which might cover areas like management of work performance or user habits.

CD-ROM Searching

CD-Rom is an information technology with great potential for libraries in general. CD-Rom is an acronym for the phrase Compact Disc Read Only Memory. Compton (1994) gave six reasons why CD-Rom technology can be a requirement for libraries.

1. Storage Capacity – A CD-Rom disc can store up to 660 megabytes of data these 660 megabytes would fill more than 1800 floppy discs or store the amount of text that fills 330,000 pages of paper.
2. The second reason CD-Rom is important is durability. Only severe damage can make a disc unreadable. You do not have to worry about environmental problems moisture or humidity, heat, power outages or fluctuations or even spilling your coffee on it. The plastic used to manufacture a disc is the same polycarbonate material used to make bullet-proof glass.
3. CD-Rom technology is important also because its mailing cost is low. The shipping cost of a single CD-Rom disc is less expensive. In addition, CD–Rom discs do not require special handling or packing.
4. The fourth reason is that no telecommunications are needed. Access to computer data base by telephone links can range from impossible to prohibitively expensive in many countries. A computer modem is necessary, as well as telecommunication software, an adequate phone line and considerable phone charges.
CD-Rom bypasses all these problems as the CD-Rom disc can be accessed directly the computer.
5. Easy and accurate budgeting. You subscribe to a CD-Rom data base on an annual basis, which gives you unlimited access to that data base. If you use it for one hour a day or ten hours a day, the subscription will still be the same.
6. The sixth reason CD-Rom is important in that it can be used directly by end user i.e the clientele who actually needs the information. CD-Rom software is more user friendly than on-line systems software.
To run a CD-Rom in a library, all that is needed is a micro computer, a P.C. This is one of the nicest parts of the CD-Rom system. You do

not need a fancy, powerful P.C to run a basic CD-Rom system. There are two basic CD-Rom system configurations. Apple Machinton and IBM compatible.

Telefacsimile (Fax)

This is not new technology to a host of people in Nigeria but its adoption in some libraries is nothing to write home about. The urgency of fax communication should not be underestimated since it has established itself as one of the fastest methods of transmitting information. The use of fax has grown due to the availability of improved equipment, greater degree of compatibility, increased user familiarity, and relatively reasonable cost.

Libraries should embrace the use of fax machines on a large scale for their day to day operations and services. This may help a great deal in providing better, faster, and improved services to library users.

Networks

A network is a system of physically separate computers with telecommunications links, allowing the resources of each participating institution to be shared by each of the others. Library network applications are: resources sharing, communication, and data exchange. Since libraries have identical functions, structure and operate on similar patterns, it goes to say that the urge to introduce some element of telecommunications (network) should be considered. This development will bring in place a dial up communications network that will connect libraries and information centers. Some of the services that can be rendered under this arrangement include full text searching capabilities. Thus, libraries in a state or national level can then search, access and retrieve information stored in the network. This will greatly enhance exchange of bibliographic information about these libraries data bases.

Electrocopying

The term 'Electrocopying' has been coined for certain activities employing new technologies. The process was described also by Muir and Oppenheim (1993) as:

.....copying printed materials, by scanning or other process, into an electronic database, in which the text is stored in either 'image' or character encoded' form, and from which it can be reproduced either on a screen or by a printer.

The definition shows that electrocopying is different from photocopying, where only a paper facsimile reproduction of the document is produced. Electrocopying allows a copy of the document to be stored in electronic form, where it can be viewed on Visual Display Unit (VDU) and can subsequently be reproduced in paper form, sent to remote locations, amended etc at will in addition, number of people can access that document.

Some examples of how electrocopying can be carried out include: manual re-keying of a printed text in a computer, material downloaded from an online or CD-Rom database; and transmission of the full text of document by satellite. However, the most important example of electrocopying is the conversion of paper based material into machine-readable form using Document image (DIP) technology.

Internet Connectivity

Ayo, cited in Madu and Adeniran (2005) described internet as "a prowling collection of computer networks that spans the globe, connecting government, educational and commercial institutions as well as private citizens to a wide range of computer services, resources and information, thus reducing the whole world to a global village".

Adesanye (2002) further states that the internet is a collection of computer networks that connects millions of computers around the world. He said this is otherwise known as the "Information Super Highway".

The internet is therefore a worldwide connection of computer networks, made up of networks linked together by the international telephone system. These networks are run by corporations, governments and academic institutions. This high level of connectivity fosters an unparalleled degree of communication, collaboration, resource sharing and information access.

Internet access is usually arranged through an organization that has established the necessary physical connections and equipment of offer an Internet connection.

These are ISPs for every level of service expensive dedicated Internet connections to inexpensive dial up connections for home users.

Requirement for Internet Connections

To connect to the Internet you need to have:

1. **The Computer-** it is generally recommended that the computer be at least a 486 (a Pentium is better) with 15 MB free hard disk space, an 8 MB RAM, running on Microsoft Windows 95.
2. **MODEM** – this is short for modulator Demodulator. It is the device attached to your computer that converts information from your P.C. (via the telephone line) from analogue to digital information.
3. **Internet Service Provider** – the Internet service provider or an ISP is the company that physically connects you to the Internet. You need to go through an ISP in order to be able to connect to other computers on the network. The ISP supplies the software and the manpower to ensure that your connection to the Internet is hitch free.

Problems of its Application In Academic Libraries

According to Oketunji (2000), the major problems that can face libraries as they become progressively involved with the use of technologies may be summarized as follows:

1. General Inadequacy in the level of relevant infrastructure, particularly telecommunication facilities and power supply.
2. Large exploitative local computer market and unsatisfactory after sales maintenance and support.
3. An inadequate pool of relevant technical staff and problems of recruitment and retention.
4. The potential of library staff resistance to the introduction of computer technology.
5. The potential of user resistance and failure to adopt to the use of online information.
6. The database conversion problems.
7. Frequent changes in technology.

Ochogwu (1994) further enumerated areas that need some urgent attention by Nigerian libraries in their efforts to apply modern technologies. This includes:

1. The problems of inadequate resource base in the libraries and the low volume of transactions. According to him is one which usually does not merit any form of computerization.
2. Lacks of appreciation of computerization from their parent institutional administrators. He said this was commonly associated to librarians in the developing countries.
3. Lack of technical know-how and show – how among many professional librarians.
4. Lack of competition for services by for profit information brokerage organizations firms in Nigeria. This makes libraries becomes lousy in the provision of their services.

Future Prospects for its Application in Academic Libraries

Ochogwu (1994) suggested that it is necessary to develop strategies in the following areas:

1. The training and retraining of libraries as modern information managers, not necessarily training to work in libraries only.
2. Good public relations by library managers to convince their user and most importantly their fund providers to appreciate the importance of viable library projects such as computerization.
3. The development of alternative funding sources so as to break the mono-cultural tendency of relying on the government as their only source; and
4. Library managers becoming more pro-active information processors and disseminators rather than reactive.

Oketunji (2000) further stated that the prospects of application of information technologies in libraries are very bright if there is a strong institutional support for the project and regular financial provisions. He further stated that the contributions of a committed and dedicated staff that are prepared to learn will entail a series of training and re-training programmes for all categories of staff. He said these programmes should aim at keeping staff abreast of development in areas of hardware development, data conversion and how to handle end-users.

Recommendations

1. Both the Government and the Management of High Institutions should set up ICT Research Institute in Nigeria.
2. There should be linkages between academic institutions, research institutes, and government agencies on ICT.
3. It is also advisable for government to introduce monitoring bodies which are made up of experts for ICT development, and financial support be encouraged from bodies, the government and agencies.
4. The Ministry of Education should integrate IT into all levels of education.

5. It is highly recommended that for the survival and relevance of academic libraries in Nigeria, ICT should be declared institutional priority with adequate funding and support Nigeria cannot be truly part of the information age or global village without active participation of the higher institutions in the use and development of the ICT.

Conclusion

Digital information technologies are replacing printed word and in the process, are transforming our profession and our world. Therefore, we have to change our mode of operation to meet up with the trend in the world's information handling.

It was known that development in the information technology application have not been very smooth in our libraries and information centres in Nigeria due to the constraints like funding, frequent changes in technology, inadequate power supply, lack of adequate infrastructure and so on. The educators must be in position to train suitable library/information managers for the operation of information technology in the university libraries in the face of all these constraints.

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**EDUCATION AND TRAINING OF A SPECIAL LIBRARIAN IN
NIGERIA: THE CHALLENGES OF THE 21ST CENTURY**

BY

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Abstract

The paper discusses the education and training of a special librarian in Nigeria, the contributions of Education and Training to librarianship. An attempt is also made to draw a distinction between education and training. The questions who is a special librarian? What are his qualifications? qualities? and functions? are answered. The paper discusses the needs for education and training of the special librarian and the curriculum designed within the provision of education. The paper at the end portrays some of the impediments to education and training of a special librarian and proffers solutions.

Introduction

Education and training of the special librarian in Nigeria deserves much attention from both the educators, practitioners, researchers, users and the institution concerned with the education and training. Aguolu (1985) asserts that a “distinction is often made between education and training. The former should deal with principles, theory, research and analysis while the latter with skill and competence for specific tasks”. It is obvious that professional education is largely

concerned with basic education while the field experience programs enable librarian to evaluate theory to practice.

Accordingly, special libraries are those libraries that are established to serve a particular group of users owing to their common aims and objectives. These group may among others be governmental staff or independent private researchers. It is the responsibility of the employees to provide on the job training for employees so as to allow the old staff to keep abreast with innovations in their field through continuing education.

Ajibero (1993) states that:

Librarian will require training and re-training in special skills to use the new equipment and systems. They will need technical knowledge to bring their professional knowledge to bear on the problem of teaching, learning and research. They will need to understand people and their innovative programme that command a place for them as leaders.

To achieve this, the curriculum for library and information science must be re-designed and made effective. Library schools in Nigeria must experiment with such varied disciplines as law, science, social sciences and humanities etc. This is in recognition of the interdisciplinary nature of library and information curriculum.

Who is a Special Librarian?

The special librarian as the name connotes, is frequently a specialist in the subject area of interest of his organization, and is visually treated as equal partner in the organization's research effort. He is equally not a subservient role. Otiye (1990) defines a special librarian in a simple term to be an information professional charged with the responsibility of managing a special library or information centre.

Accordingly, Yerkey (1981), pictures out a special librarian as follows:

They are inner directed, meditative, liberal individuals whose rewards and motivation come from self fulfillment rather than from extrinsic sources. Special librarian place with importance on self respect, freedom, inner harmony and wisdom and less important on pleasure, comfort, social recognition and security.

Qualifications of a Special Librarian

Qualification required of a special librarian is very important and it requires both subject specialization and professional qualifications. Subject and professional specializations are very important and they are both needed in the profession.

According to Iseek (2007), to work as a librarian one must have;

a bachelor's degree, have a masters degree, in library science.....
librarians or special libraries may need an advanced degree
in the subject in addition to the masters in library science.

To become a librarian in a law library for instance, you may need masters of library and information science degree and a degree in law.

Kumar (1987): further revealed that;

Librarians should for possess subject knowledge, the knowledge of at least two languages besides his mother tongue, skill in library techniques and acquaintance with new media.

A special librarian is such a person who works in an environment where knowledge and information are rapidly sought, this necessitates the demand for education and training of the special librarian. To buttress further, Iseek (2007) succinctly explains these required qualifications as consisting of:

- Subject knowledge, he should posses subject knowledge, especially of technical terms. Therefore, a degree in the subject can provide important qualification which helps him to overcome lack of knowledge of the subject.

- Skill in technique with special reference to indexing, abstracting, writing of reports, carrying out of literature searches. These techniques can be acquired effectively if one has done a degree course in Library and Information sciences.
- Acquaintance with new media... and new technologies.

Ochogwu (1992) is of the view that;

The application and utilization of basic modern technologies such as computers, audio-visual materials, and microforms is not only important but indispensable in instruction. One would suppose that the parent institutions where that library school exists would have such formats available for teachers to use...

It is believed that special librarian would be able to learn properly, apprehend, and use what he learns in disseminating information especially where information and communication technologies (ICT) are available.

Qualities of a Special Librarian

Accordingly, Iseek (2007) states that;

It is imperative to note that people in this career are people who tend to consider relationships, independence, achievement and good working conditions important. Have in addition artistic and conventional interest.

The qualities are manifold and include patience, endurance, tolerance, zeal and open mind. Iseek (2007) enumerates these qualities. It is pertinent to note that artistic and conventional interests are two qualities that stimulate, motivate and keep a worker lively. In other words, special librarian should be a person who likes work and is friendly oriented, ready to assist other people.

Secondly, he should possess flavour for making independent decisions and trying out ideas on his own. Thirdly, he should also be capable and have interest

to accomplish tasks. Fourthly, he should be a steady person and steady in the type of vocation.

Finally, a special librarian should have conventional interest, which entails his love for work based on set procedures and principles, routines and standards. As Kumar (1987) puts it, a special librarian should possess the following qualities;

- i). Good power of observation
- ii) A logical and analytical mind...
- iii) A fine sense of judgment
- v) A flair for accuracy of details....
- iv) Be a natural psychologist
- vi) Be well organized i.e. Flair for organizing materials
- vii) Have good communication skills and flair for good writing.

He further itemized many of these qualities that an ideal special librarian should possess these include, curiosity, honesty, love for literature, and administrative ability. These qualities will help the special librarian in attaining relevant education and educational standards.

Duties of a Special Librarian

The duties of a special librarian are akin to the functions of a special librarian. Ndakotsu (1988) observes that;

The special librarian is any individual who is primarily engaged in creating or maintaining a selective, collection and applying it to the need of some fairly circumscribed endeavor. He is special because the scope and demands of his work are distinct enough to differentiate him from his colleagues in the public or academic sectors.

Ashworth (1979) outlines some relevant duties of the special librarian as follows; “Firstly, he must build up a balanced collection of material comprehensive in the main interest of the organization he serves. Secondly, he must collect the relevant

report material from his own and other organizations with related interest. Thirdly, he should work with users efficiency”.

The need for Education and Training of a Special Librarian

Depending on the type of a special library in question, for a special librarian, to be able to perform as expected, he needs basic training in the field of librarianship both in general and in particular. Therefore, the three tiers of governments (federal, state and local governments) and private institutions that established libraries should see that a special librarian attains formal training in any tertiary institutions and other related institutions.

Accordingly, on the curriculum to be followed in educating and training the special librarian, Ballard (1980) has this to say “Naturally, in any local programme of study, there must be courses which specifically reflect local concerns and users”. It is relevant to introduce course to be studied by the special librarian, which should be of local background that will cut across political, cultural, social and educational background. In this regards, it is therefore relevant to teach a special librarian for instance North Eastern Nigeria (Borno –Maiduguri) Kanuri language, culture and technology because most of his clientele would be speaking the Kanuri language which is part of the culture. This would develop the rapport among them.

Knowledge encompasses education and training. It should not be limited to formal schooling. Special librarian should be sponsored to attend conferences, seminars, in- house training lectures etc. Ifidon and Okoli (2002) suggest that “re-training of a library staff is very important in order to move away from old form of librarianship”.

The relevance of education and training of the special librarianship with particular reference to modern technology trends i.e. information and

communication technology (ICT) can not be over emphasized. Special librarian as he is known work in an environment where there is high demand for library services, which requires a well structured library training and education. As an information manager of his parent institution, the special librarian should be able to cope with the demand of the present and the future. This can only be possible if he requires education and training continuously to update his knowledge and skills in order to meet the new challenges of the century.

Aguolu (2002) observes that;

Because of an uneven development of special libraries in Nigeria, it might, be presumptions to insist that all special libraries must be headed by fully qualified library professionals... holders of postgraduate diploma in library studies and a degree in a subject or BLS and MLS degree.

The importance of education and training of a special librarian cannot be over-emphasized. Similarly, the uneven development of the special libraries is becoming an-enigma to the entire process of education and training of the special librarian.

Aguolu (2002) further suggestes that;

The Nigeria library schools needs to strengthen the academic and linguistic base of their professional programmes and to introduce or expand courses in documentation, library automation and information science in line with modern technological developments in information handling which also call for acquisition of computer literacy.

Curriculum Design for Education and Training of a Special librarian

Accordingly, the curriculum to be designed for education and training of a special librarian demand for serious planning for a very workable and enduring curriculum.

Aguolu (2002) maintains that;

In any profession, no issue is more contentious than formulation of a relevant curriculum. It requires a high degree of conceptualization of the present and future needs of the profession. The library school must consider the present practices in libraries and rationalized what should be proper practices and types of functions that the future will perform.

It is quite relevant to consider the profession and the functions the special librarian is performing in designing a standard curriculum for his education and training. Equally, in consideration of the future and perhaps the present, the curriculum should be designed to cater for the time, i.e. modernity and challenges.

Ochogwu (1992) lists six library, and information sciences schools/departments stating their differences and similarities indicating another area of concern as far as the education and training of the special librarian in Nigeria is concerned.

The university of Ibadan library school, the first library school in the country, offers a two year diploma programme to train para professionals, the MLS degree programme and the PhD programme all in librarianship. In Ahmadu Bello University, Zaria, the library school runs a two year diploma programme, a bachelor's degree programme, the MLS programme and the PhD programme all in librarianship... the main differences is in the type of higher degrees awarded.

There is therefore the need of having a unified curriculum in order to upgrade library education and training of the special librarian.

Factors Militating against the Education and Training of a Special Librarian in Nigeria

Our National budgets over the years have indicated a serious draw back as regards money / funds budgeted to education in general and education and training of the special librarian in particular. Yet our National budget has not favoured the education sector. According to Ochogwu (1988), “Education for librarianship is in serious dilemma as a result of the absence of concerted efforts by library schools, educators and practitioners with regards to how and where the profession is moving to”.

Related to this, he lists four major problems:

1. The Nigerian society or environment as a place in which library education should flourish is negatively reactive.
2. The theoretical and philosophical basis upon which library education was founded in Nigeria is too weak and thus lacks a solid foundation.
3. The effect of some foreign expert advice in the beginning of education for librarianship in Nigeria was to create disunity....
4. Library educators and practitioners in Nigeria are so ideologically opposed in their manpower and training needs.

These have been identified by Ochogwu (1988) as the major hindrance to education and training of the special librarian.

Other factors militating against the education and training of the special librarian in Nigeria are:-

- Government funding for library education is poor as a result of low priority accorded the profession. The implication here is very pronounced because government is not funding the particular area. Library schools are having low budget to cater for its programmes.

- The questionable role of the NLA and its branches at different areas. Most issues were not properly tackled by the NLA at National, state and local levels of administration.

Solutions

1. **Management and Administrative Strategies**

Modern management skills (including financial management skills) are required in Education and Training of a special Librarian. This is because libraries have become large complex organizations requiring management techniques for budgeting, ability to manage complex organizations, ability to manage financial resources, searching and utilizing alternative sources of funds, staff management and motivation, organizational efficiency etc. Libraries and information centers need good management in order to survive in these times of dwindling budgets and that for library services to be run effectively, resources (staff document, buildings and equipment etc) must be managed competently and education and training should be encouraged.

2. **Academic Solution**

There is the need for continuous review of the curriculum of library schools with emphasis on areas that are needed like Education and training of special librarians. This is because as it is now, there is very little provision for continuing education programmes. Mounting diploma and other higher degree programmes are part of education and training of librarians. There is also need for organising regular seminars, workshops in the formal education programmes. The practitioners should also organize seminars, conferences, to non formal type of continuing education programmes.

3. **Better Social Strategies**

There should be better communication skills and better public relation strategies in order to secure base for the profession. There is need to develop good public relations and communicate with colleagues in the profession and most importantly to communicate with users. Communication and public relation skills and information work have become essential in view of staff competition with other institutions and services for scarce financial resources. Education and Training programmes should therefore emphasize skills for proper communication with funders, clients, colleagues, on the type of resources needed and services rendered user education etc.

4. **Financial strategies**

There is need for more government participation in education and training of a special librarian. Better funding is needed so as to train and educate librarians. Government at different levels must be fully involved or committed in funding library schools and librarians. Active participation of government for better fundings of librarians is essential. Also the National body like Nigerian Library Association (NLA) should do active public relations about the need for fundings of libraries to the Government either state or federal. That is to inform the government about the need for more funding of libraries and library schools.

Conclusion

It is important to note that the pattern of development in education and training for library and information work in Nigeria, especially at the initial period has been retrogressive then progressive. The special librarian

As he/she is known is unique. His materials and clientele alike. These uniqueness is the pivot in the entire field of library profession to the extent that his/her education and training makes mars the end product of his job as a special librarian.

Equally, in order to reposition the special librarian so that he can face the challenges in the 21st century and promote the quality of his/her special service, there is need for appropriate planned education and training. As part of his training, he/she should be taught to embrace computer operations with emphasis on library software packages.

There is also the need for continuous training and re-training of special librarians through conferences, seminars organized by the National bodies like the Nigerian Library Association (NLA) and other non-Governmental organizations (NGOS). Librarians should also be allowed to go for higher education that is more continuous education to the librarians.

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**THE RELEVANCE OF SHORTHAND IN THE SECRETARIAL CURRICULUM
TO OUR EDUCATIONAL INSTITUTIONS TODAY**

BY

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Abstract

The aim of this paper is to examine the relevance of Shorthand in the Secretarial Curriculum to our Institutions today. It also aims at appraising the extent of the Shorthand in the Secretarial studies Curriculum of our institutions of learning in this new dispensation. This paper is also aimed at ascertaining the issue and controversy of its relevance or otherwise by giving concrete reasons. The paper contains an Introduction; that is the historical background of Shorthand; the Secretarial Curriculum; relevance of Shorthand, draws conclusions and offers recommendations.

Introduction

Time is very vital to the Secretary in dealing with his day-to-day activities and contacts, either internally or externally.

When learning carpentry, a student is taught that when he applies paint or stains it is desirable that the strokes of the brush or the cloth should go across first in one direction and at the next application the craftsman is able to ensure that the whole surface is completely and evenly covered.

In the same way the students of Shorthand understand the system more completely and if he goes over the same ground first and the second time with quite

different approach. The first approach usually divides up the system and therefore the English Language into divisions or chapters.

Natson (1994): defines Shorthand as simply the writing of sound through sign writing, but it is not new to mankind, considering how many authors have tried to represent the art of spoken sound sometimes in hieroglyphics, as far back the Roman empire.

According to New Standard Encyclopedia Vol. 13 of (1981) Shorthand is any system of writing rapidly by substituting characters, symbols, or abbreviations for letters, words or phrases. There are several Shorthand systems, some written by hand, others employing a machine. Their purpose is to enable the writer to keep up pace with a speaker in order to take down an accurate record of what is spoken. The taking of Shorthand notes and transcribing of them (making a written, printed or typed copy) is called Stenography.

Shorthand is generally used in business or government offices to record correspondence, meeting, conferences, and official proceedings of all kinds. A writer of Shorthand is called Stenographer. "Shorthand reporter" is the term applied to individuals who take down records for official proceedings.

From the above definitions we can see that Shorthand is totally different from other subjects because it can never be learned theoretically. It is not a copy, read and pass subject.

History of Shorthand

According to the New Standard Encyclopedia Vol. 13 that: Shorthand was used as early as 2,000 years ago in ancient Greece and Egypt. In the fourth century B.C., Marcus Tillius Tiro, a Roman, devised a system with which he took down the speeches of Cicero.

This method, known as Trirorian, was employed by other writers to record the proceedings of the Roman Senate.

It continued to be used as late as the 11th century A.D. in France. Although Shorthand systems are used in several modern languages, modern Shorthand is of English origin. In the 16th century, Timothy Bright devised the first system that approached fully phonetic writing. Samuel Pepys the 17th century diarist wrote in a form of Shorthand to ensure secrecy. Well over 1,000 Shorthand systems have been introduced in English-speaking countries, the largest number in England. (New Standard Encyclopedia Vol. 13).

The best-known English system, that of Isaac Pitman, was introduced in 1837 as Stenographic Shorthand. It was soon renamed “Phonography” (from Gregg words for sound hand). Benjamin Pitman, Isaac’s brother, introduced the system with slight modifications, in the United States in 1853. The Pitman system was the basis for later phonetic systems such as Graham and Munson.

In 1888, in Great Britain also, John Robert Gregg published his first book, setting forth linguistically based Shorthand. He brought his system to the United States, where he published Gregg Shorthand in 1893. This work revised and updated, is still in use today.

Gregg Shorthand has been learned and used by millions of writers throughout the world not only in English but in many foreign languages as well. (New Standard Encyclopedia Vol. 13).

The Secretarial Curriculum

Ing (1978) defines the Curriculum as “all the learning as planned and guided by the schools, whether it is carried out in groups or individually, inside or outside the school”.

The secretarial curriculum can also be defined as all courses that are learned and which are planned to guide the Young Potential secretaries in the schools/institutions.

The National Board for Technical Education (NBTE) 1989 has planned the Secretarial Curriculum and set a standard for Polytechnics as a guide to help potential secretaries in their training to become competent in their area of discipline. The Secretarial Curriculum is made up of, Shorthand, Typewriting, Principles of Accounts/Business Mathematics, Use of English/Communication Skills, Office Practice/Secretarial Duties, Research Techniques, Office Administration and Management, Personnel Management, Human Relations and Business Law. Virtually in all institutions, the secretarial curriculum does not limit itself to secretarial skilled subjects alone, but touches a lot on other relative disciplines.

In view of the above, this paper will give the highlights of the subjects of Shorthand and Typewriting contained in the Secretarial Curriculum.

Typewriting

This subject is designed to equip the secretarial students with the ability to type jobs/tasks involving advanced problems on technical matters in the office and also acquire the speed of 60 words a minute on pages not below 1.5 syllabic intensity with 98% accuracy.

Drummomd and Scattergood (1977) defines Typewriter as the most commonly used business machine, and in the home it has become a popular writing instrument.

In fact, Shorthand cannot be used accurately, without the need of typewriting, therefore Typewriting and Shorthand are twin sisters.

Shorthand

Shorthand is 100% subject designed to enable the secretaries/students to write Shorthand at a minimum speed of 100 words a minute at an National Diploma level and maximum of 120 words a minute at Higher National Diploma level with a syllabic intensity of 1.5 and transcribed with a minimum of 96% accuracy which will enable the students to be competent and efficient secretaries.

Components of Shorthand

Like any other subjects, Shorthand is actually a fully skill subject. Therefore in preparing a soup one needs to have ingredients which may make it to be tasty. In Shorthand also there are some ingredients that are comprised to have a clear understanding of the subject. These components are:

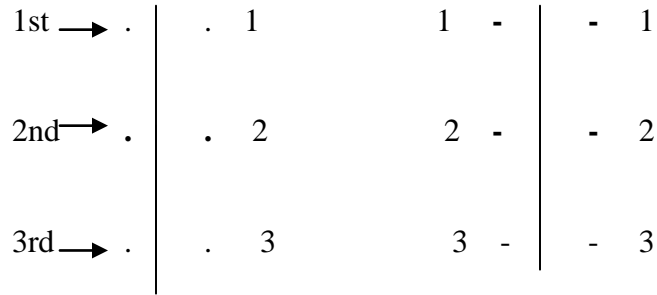
The Consonants

The consonants are represented by a series of simple strokes, selected to provide the most facile joining with one another. There are twenty four consonants in Pitman Shorthand.

Vowels

Shorthand is an art of representing sound with sign and is not based on spellings. There are six main vowels in Pitman Shorthand. Three are dot vowels and three are dash vowels. Each of these vowels has a short version. We may therefore say that we have six long vowels and six short vowels, altogether twelve. The long vowels are represented by heavy dots and dashes and their short versions are represented by light dots and dashes.

Example :



Diphthongs

Is the combination of vowel to form a single sound than can be pronounced by a single vocal effort. There are four diphthongs in this system of Shorthand namely: I, OI, OW, U. signs for ‘I’ and ‘OI’ are written in first-place. Signs for ‘OW’ and ‘U’ are written in third-place.

Triphones

A Triphones is a Shorthand sign for representing three vowels following each other consecutively. It is formed by just adding a tick representing another vowel to a diphthong sign, making it TRI-phone = 3 sounds.

Short Forms

In Shorthand there are simple signs for representing some frequently used words. The strokes or outlines representing them are referred to as short forms or logograms, which enhance fast writing. All short forms must be drilled and memorized to automaticity. That is to be able to write them without having to stop to think, most especially as their positioning are not strictly tied to the rules of vowels placements. Short forms are the most vital Shorthand components since 75% of Shorthand is short forms.

Short Cuts or Contractions

A short cut is the use of initiative to eliminate some part of the consonant in order to achieve the maximum speed. Contraction on the other hand, is the attachment of the last halved consonant instead of joining them together in order to read the outlines while transcribing.

How to Take Shorthand

Sitting Position

Sit comfortably with both feet firmly on the floor, with the left foot ahead of the right. Your hand should not touch the writing surface except the little finger, with support given by the forearm.

Pen and Control

Natson (1994) suggests that, a Shorthand pen or a good pencil may be used for writing but whichever is being used should be held with a light grip, in order to avoid too much pressure on paper which usually results in slow, clumsy, heavy outlines showing through several pages at once. A light grip ensures proper pen control and this has to be learnt by deliberate effort from the beginning, because of our earlier habits of gripping the pen a bit too tightly over the years. Always aim for accuracy, lightness and correctness, in order to achieve speed easily. Accuracy and speed must be developed together. Never ignore a rule, for every rule has a good reason behind it.

The Relevance

As stated earlier shorthand is 100% subject in the sense that in transcribing the Shorthand notebook should not be given to any error in order to make the task neatly and accurately. It also cuts across many other subjects because a passage of different professionals will be given as either class work or test or even a literal passage.

Shorthand students would be able to type and have certain minimum abilities in English language. Normally, no student can pass any examination taught which is either more valuable or simple than Shorthand without the ability of speaking English with at least 75% accuracy. There are many jobs or careers in which Shorthand is compulsory or important for example, Confidential Secretary, Stenographer, Reporters, etc. Therefore Shorthand and English Language are twin sisters. A Secretary must have an ability to speak and punctuate where necessary, that is why secretaries differs from other professions.

The inclusion of Shorthand in the Secretarial Curriculum enables the students to:

1. Gain a sound knowledge of the theory of Pitman Shorthand.
2. Develop ability to take notes in neat, accurate style, of average difficulty.
3. Develop the ability to read and transcribe Shorthand notes fluently and accurately.
4. Improve his skills of the English language (especially vocabulary and punctuation) through Shorthand materials and exercises
5. be a good listener and ability to recall what has already passed.

Shorthand is relevant in the Nigerian environment for carrying out office procedures and requirements. Despite the impact of modern technology on the way of processing information.

Davies and Oladunjoye (1990) maintain that “Shorthand is the only form of efficient input that can be used for urgent dictation and for recording telephone messages. Some modern information processing systems are not yet introduced in Nigeria; therefore Shorthand plays a vital role towards the Nigerian business environment.

There is no means of writing faster than Shorthand, and which can enable the secretary to take dictation at the rate of 80 words a minute with accuracy. In the business world time is valued as money; Shorthand is the art of writing that saves time. Moreover, Shorthand serves as a means that provide secrecy by which only the writer can read or transcribe.

Nowadays, no organisation can think of administering its affairs without appointing a competent secretary. Even if the post of a secretary were advertised in a Newspaper it always specified the subjects of Shorthand and Typewriting with at least 120/60 (w.a.m). Why are the other subjects in the Secretarial Curriculum not specified? A secretary is a person who writes and act as his boss. This is quite agreed but how can a secretary write and act as some superior officer without a good sound English and ability to speak fluently. This could only be achieved through the practice of Shorthand.

Due to its relevance the whole Polytechnics in Nigeria where the subject is offered, it is given the highest number of contract hours compared to other subjects.

Conclusion

Considering foregoing, the relevance of shorthand in the Secretarial Curriculum cannot be over emphasized. This is because an ordinary longhand spelling is seldom phonetic, and in Shorthand is phonetic; that is words are generally written as they sounded and not according to ordinary longhand spelling. Therefore, secretarial students can speak more fluently than the other students in other departments due to the exposure in English language acquired through Shorthand. Besides, they acquire the ability to punctuate and phonological aspects of English language. That also minimized failure among secretarial students in English language. Therefore Shorthand is relevant in the Secretarial Curriculum to our educational institutions today.

Recommendations

The following recommendations are being forward in order to improve the relevance of Shorthand in the Secretarial Curriculum to our institutions:-

1. Shorthand teaching materials/equipment should be provided by the polytechnic authorities such as: Shorthand Boards, Journals, etc.
2. Typing pools should not be located where people can pass during lectures; therefore curtains should be fixed to the door and windows to avoid the drawing attention of the students by the outsiders, because concentration is very essential in the learning process.

3. Shorthand language laboratories should be used for National Diploma programme not only for Higher National Diploma Programme, and be opened after the normal lectures so that students may come and practice on their own.
4. The Shorthand Lecturers should use their method of teaching Shorthand to teach their students to show them the simplicity of the subject not to force them or punish them with voluminous task rather a than simplest.
5. Shorthand speed competition should from time to time be organized by the Secretarial departments in order to boost the morale of the students which may make them to progress.
6. Finally, students should erase from their minds the wrong assumption that Shorthand is very difficult to learn rather it is as simple as A B C.

I hope the above recommendations will be put into effect as they will help the students to achieve their minimum target of their course and reduce the rate of poor performance in the subject.

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INTERNAL AUDITORS IN PUBLIC SECTOR AND 7-POINT AGENDA FOR NATIONAL DEVELOPMENT

BY

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Abstract

This paper examines the position of Internal Auditors in public service, as a key element of internal control system, with the aim of fostering accountability and transparency for the realization of the goals of the 7-Point Agenda of the present administration for national development. Internal auditor is appointed by the management to carryout independent review and appraisal of activities financial and non financial operations in order to safeguard the resources of the organization. The paper identifies lack of competent and independent internal auditors as the major problem to the practice of internal auditing. The paper, therefore, recommends among others, that the government should see that only competent and regular training through workshop and seminars be organized for internal auditors in government ministries, parastatals and establishments to abreast them with modern information and communication technology (ICT).

Introduction

Nigeria is presumed to be the second largest economy in Africa with a population of about 150 million people and perhaps the richest Nation in terms of human and material resources. Oil revenue accounts for about 90% of the foreign exchange earnings. Apart from the large untapped solid mineral and agricultural potentialities, commerce and tourism sectors are being positioned as great source of foreign exchange for the Nation. Therefore, it is indisputable that Nigeria since independence has a promising economy compared with any African Nation. The resources both human and material that are required for growth and sustainability are not the main

constraints to its national development, rather the management and effective utilization of these resources for the benefit of the common man.

Public service in particular is featured by act of stewardship in which public assets or resources were entrusted to responsible officials who are expected to demonstrate high degree of accountability and transparency. However, this is contrary to what many Nigerians are witnessing. Evidences abound from the activities of many Agencies and Commissions established by past administrations such as Independent Corrupt Practices Commission (ICPC), Economic and Financial Crime Commission (EFCC), Public Complain Commission, the Due Process, etc. The aim and objective of these programmes and policies are to ensure prudent management of both human and material resources for national development. For example EFCC has increased the revenue profile of the nation by about 20% due to its activities in the Federal Inland Revenue as reported by Banbale (2006). He added that, the commission has recovered over \$700 million between May 2003 and June 2004; this includes \$214 million from the National Identity Card Scam. Others are the bribery charges against the minister of education of N55 million to national assembly members, corrupt enrichment charges against the Inspector General of Police, the case of Bayelsa State Governor who was arrested after his impeachment with more than 3million pounds, just to mention a few. Many government officials were charged and tried in the court of law committing fraud or mismanagement of public resources, in the form of misappropriation, misallocation, misdirecting or overspending of public funds for self enrichment, (Dandago and Sulaiman, 2005).

The syndrome is a national one found in all public services; ministries, parastatals and establishments whether at local, state or national level.

Political office holders, top civil servants, military and paramilitary officers are not left out in this race. Therefore, the 7-point Agenda of President Yar'adua will not see the light of the day if corruption, fraud and mismanagement of public resources are not adequately addressed by this administration. The questions always asked are where are the Internal Auditors, who are supposed to be the watchdogs. Are the Watchdogs asleep?

It is the aim of this paper, to examine the position, duties and functions of internal auditors of public service and suggest ways of strengthening it, for the realization of the goals of the president Yar'adua Seven-Point Agenda for national development. This paper is intended to go down to the root of the problem; that is the initial stage for ensuring fraud-free transactions, whether in the ministries, local government or an Darastatals.

The paper is divided into five sections. Section one is the introduction. Section two contains Conceptual framework and literature review. Section three is a description of the study's methodology. Section four discusses results of the observation made and section five concludes the paper.

Conceptual Framework and literature review

According to, Auditing Practice Committee, (APC) as cited by Adams, (1989) "Auditing is an independent examination of and expression of opinion on the financial statements of an enterprise by an appointed auditor in pursuance of that appointment and in compliance with any relevant statutory obligations". Auditing is classified into External and internal Audit. External Auditing is termed Statutory Audit which is carried out by professional Auditors called independent Auditors or Firm of Auditors,

usually on annual basis as provided in Nigeria by the Companies and Allied Matters Act, (1990). This class of auditing is compulsory to all companies registered in Nigeria and it is on annual basis the external auditor is appointed by the members of the company at its Annual General Meeting (AGM).

Internal Auditing on the other hand is an element of the internal control system set up by the management of an enterprise to examine, evaluate and report on the accounting and other controls on the operations of the organization. According to Millichamp, in Salaudeen, (2006) and the Institute of Internal Auditors, (1998) “Internal Auditing is an independent appraisal activity established within an organization as a service to the organization” It exists either because of management decision or in certain circumstances because of a statutory requirement. This class of auditing is carried out by Internal Auditors who are employed by the management as employee of the organization. The existence of internal audit function in an organization is a sign of existence of a good internal control system, (Muhammad, 2000).

Statutory Requirement

It is important to recognize from the out set that the factors resulting to the formation of an internal audit unit vary widely. There may be statutory requirements demanding the creation of an internal audit department. “The accounting officer of a ministry or extra-ministerial department shall ensure that an internal audit unit is established to provide a complete and continuous audit of the account and records of revenue and expenditures, plants, allocated stores and unallocated stores where applicable” (Financial

Regulation, 1999). There are other factors such as service to the management. The scope and objectives of the internal audit functions depended upon the responsibility assigned to them by the management. (Rasheed, 2001), other factors are, desire to minimize external audit cost and the desire to maximize value for money.

Conceptual Framework

An Internal Auditor

Internal Auditor according to Financial Regulation (FR) (1999) revised, shall be a person appointed by the management to review or appraise the accounting, financial and other operations of the organization. “The accounting officer of the ministry shall ensure that the internal audit function of the ministry, extra-ministerial department or unit is placed directly under the control of a competent accounts officer trained in treasury duties by the office of the Accountant General.

Internal Auditor is the officer in charge of internal audit unit and shall be directly responsible to the chief accounting officer for comprehensive audit of all the operations and activities of the organization. For this purpose he shall carry out not only financial audit but also management audit of other areas of the organization with a view to monitor their efficiency and effectiveness.

Duties and Responsibilities of Internal Auditor

The duties and responsibilities of internal auditors are more accurately reflected in the definition given by the Institute of Internal Auditors themselves. Therefore the appropriateness of the definition is backed up when one examines the objectives of internal auditing as put forward by the Institute as to assist members of the organization in the effective discharge

of their responsibility. To this end Internal Auditor furnishes the management with analysis, appraisals, recommendations, counsel and information concerning the activities or operations reviewed, (Salaudeen, 2006). According to, Rasheed (2001) the Internal Auditors operations include one or more of the following broad areas:

- review of Accounting and Internal Control System;
- examination of Financial and Operating Information for management, including detailed testing of transactions and balances;
- review of the economy, the efficiency and effectiveness of the operations and the functioning of non-financial controls;
- review of the implementation status of corporate plans, policies and procedures;
- special investigations;
- verification of existing assets;
- to investigate compliance with the financial memorandum and other circulars.

Independence of Internal Auditors

In order to ensure that the internal audit fulfils its functions and responsibilities, it is essential that it operate within a certain degree of independence. The internal audit must be sufficiently independent to enable the internal auditor perform his duties in a manner which will allow his professional judgment and expertise to bear in his work, (NCCE Manual, 2003). According to Rasheed, (2001), even though, the internal auditor is an employee of the enterprise and cannot therefore be independent of it, he should be free to plan and execute his work and should have access to the highest level of management. His appointment, promotion and remuneration

should not be determined by those officers whose work he is reviewing and reporting upon. The internal auditor should not have any operating responsibilities which give rise to conflict of interest.

Sabari, (2003) and Tijjani, (2003) reveal in their studies on the custodian role of internal auditors in National Electric Power Authority now Power Holding Company and the University of Lagos, that internal audit department of these establishments are ineffective and inefficient and the few staff that are in the unit are inexperienced. Therefore, they recommend that authorities should ensure the effectiveness of the internal audit and ensure its independence in discharging of its surveillance duties.

Qualities of an Internal Auditor

The day -to -day administration of a corporate entity is vested with the management. The management in turn appoints the internal auditor(s) as an employee of the organization to assist the management in the performance of its functions. Both the management and the internal auditor are in a position of trust. Hornby, (1995) defines trust as worthiness of being relied upon; confident expectation; and arresting on integrity; etc. these feeling tones usually connote positive qualities such as dependability, reliability and integrity in carrying out responsibilities at work. The position of internal auditor in any corporate organization is a position of trust. This is also applicable in the public sector. According to Peter, in Tukur, (1999) this referred to as stewardship which connotes accountability. To Adams, (1989) the purpose, authority and responsibility of the internal audit department should be defined in a formal written document called a Charter or Manual. The director of internal audit should seek approval of the manual by management. The Manual should;

Establish the department position within the organization;

Authorize access to records, personnel and physical properties relevant to the performance of audits and;

Define the scope of internal auditing activities;

Since the internal auditor is responsible to the management, his report is directed to it and used for managerial purpose, then the quality of the management of a corporate body is dependent upon the quality of the internal audit. This means that the activities of the internal auditor have a serious impact on the corporate governance of any enterprise be it private or public.

To discharge his custodianship responsibility effectively, the internal auditor is expected to possess certain qualities apart from the educational qualification of the internal auditor as stated in Tijjani (2003) and Dandago et al (2005). These qualities include; honesty, independence, professional competency and integrity. In his relationship with the management and the rest of the staff of the organization, the internal auditor is to display these qualities so that he will be free from any threats of self-interest, self review, advocacy, familiarity or trust and intimidation, Ebbah (2003). If the internal auditor is working with these qualities when performing his duty of 'watch dogging' so many fraud cases in the past could not have been perpetrated both in the public and private sector in Nigeria.

Internal Auditor and the Internal Control System

Internal Control system is concerned with all controls operating in every area of corporate activities. Auditing Standard defines internal control system as "the whole system of controls, financial and otherwise established by the management in order to carry on the business of the enterprise in an

orderly and efficient manner, ensure adherence to management policies, safeguard

the assets and secure as far as possible the completeness and accuracy of the records” The components of the internal control are known as controls and it include internal audit and internal check. These controls are set up to ensure that the possibility of fraud or errors and other kinds of material defects are reduced, (Dandago, 1999).

Essentially, the internal auditor is interested in the efficiency and effectiveness of the internal control system which ensure that the business of the organization is carried out in an orderly and efficient manner, to ensure proper safeguard over corporate assets, ensure adherence to management policies, the completeness and accuracy of records. So internal auditor and internal audit are the mechanisms used to ensure the effective working of internal control system.

Internal Auditor and External Auditor Relationship

Both Internal and External auditors have common areas of interest and areas of differences. They share common interest in ensuring effective and efficient working of the internal control system, adequate and effective flow of management information, procedures and techniques of conducting their audit work through review of records and testing of transactions, carrying out verification on transactions and balances included in the accounts and financial statements with the use of internal control questionnaires, flow chart etc.

Areas of differences are in the scope of the work undertaken, the approach used which captures the primary concern, the responsibility and qualification and appointment while internal auditor is appointed by the

management to whom he is responsible and report to as an employee, the external auditor is appointed by the owner (shareholders) on a regular basis.

The Seven-Point Agenda

On the assumption of office on May 29, 2007 President Umar Musa Yar'adua presented his government 7-Point Agenda alias the seven major government issues which accommodate Power and Energy, Food Security and Agriculture, Wealth Creation and Employment, Mass Transportation, Land Reform, Security and Niger Delta and Qualitative and Functional Education. (Yar'adua, 2007). According to Arizona-ogwu, (2008) the Yar'adua 7-point agenda is pivotal; as part of the public sector/Nigeria government role, the challenge is to support and strengthen the Nigeria system to actualize its potentials and fulfill its obligations to the society and the continent. To Ochiama, (2008) without doubt, these are the kernel of what has come to be known as the President Yar'adua's economic blueprint.

However, the questions many are asking is whether the famous 7-point agenda is capable of lifting the economy from the doldrums because Nigeria has seen many of such economic policies before that gave hope to many Nigerians but only to be dashed (Ochiama, 2008). Therefore, the 7-point agenda needs to focus on assisting government and the public sector in developing, implementing, monitoring and improving good governance in Nigeria.

National Development

Development in human society should be perceived as a multi-dimensional process involving the reorganization and reorientation of the entire economic and social system (Akamobi, 2004). National development involves improvements in the per capita income and output. The term

development is normally linking with economy, because economy is the overall phenomenon upon which all development revolves. Kuznet (1965) sees country's economic development as a long-term rise in capacity to supply increasingly diverse economic goods and services to its population.

National development therefore, is the overall development which involved not only economic development but covers radical changes in both social, institutional and administrative structures as well as individual attitudes, backed by increase in the supply of goods and services, change in technology of production and institutional and ideological adjustments in order to achieve the overall societal goals.

Methodology

This study is a literature type backed by some observation technique. Some relevant books, journals, auditing manuals/documents and other library materials were consulted for a review of the result obtained by previous researchers on the role of internal auditors in both public and private sector in Nigeria.

Competency of the Internal Auditor

Internal auditors are expected to be competent in his area of specialization and to establish effective surveillance with a view of ensuring compliance with standards, organizations rules and regulations, management policies and other internal control procedures. Observance of these rules and regulations on any transaction of the organization and from any officer justify the level of competency of the internal auditor. Management can capitalize on the incompetence of the internal auditor to commit fraud and other mismanagement of public resources.

The Seven-Point Agenda of President Yar'adua need to be immunized from this syndrome of appointment of incompetent internal auditors in all public service, ensuring that all resources directed towards the achievement of the set objectives are properly utilized.

Independence of the Internal Auditor

In order to ensure effective discharge of his duties of safeguarding the assets of the organization and the public in general, internal auditor shall operate within a certain degree of independence. According to Rasheed (2001), although the internal auditor is an employee of the organization and cannot therefore be independent of the organization, he should be free to plan and execute his work and should have access to the highest level of management. His appointment, promotion and remuneration should not be determined by those officers whose work he is reviewing and report upon. Also (NCCE, 2003) manual indicate that the internal audit must be sufficiently independent to enable the auditor perform his duties in manner which will allow his professional judgments and expertise to bear in his work.

Internal auditor's independence refers to executing and reporting his opinion based on his professional appraisal and having nobody in mind and free from bias and feeling of intimidation from any person in the organization. If this is maintained in our public service, the cases of fraud and corruption or mismanagement of public resources could not have been so rampant.

Honesty and Integrity of the Internal Auditor

These qualities are fundamental principles enshrined in the noble books of both Islam and Christianity which are supposed to be the golden rules for effective internal audit. Nigerian internal auditors, especially those in the public service are found wanting in this respect as reported by (Dikki, 2003) in Dandago et al (2005). Therefore, if honesty and integrity are to be established in the internal auditors' duties the Seven-Point Agenda of President Yar'adua will be realized within the short possible period.

Conclusion

This paper makes it clear that the mechanisms used in the past for curbing fraud and other financial indiscipline seem to be weak. Therefore, the root of the problem needs to be addressed which is in the initial stage of the transactions. Hence, internal auditors in public sector have a role to play in curbing the menace of fraud, corruption and mismanagement of public resources for the achievement of government policies and programs including the Seven-Point Agenda of the present administration. This is through establishing the principles of independence of the internal auditor, honesty and integrity and appointment of competent and qualified internal auditors in all public service organizations and establishments. The paper also observes that the activities of internal auditors in the public sector in the area of competency, honesty and integrity are not worthy of commendation. Internal auditors are seen in the organization as witch hunters, faultfinders or trap-setters. This perception has really harmed the profession for long.

Recommendations

Based on the available literature and the conclusion above the following recommendations were put forward for enhancing the role of internal auditors in the public sector for the realization of the goals of the Seven-Point Agenda of President Umar Musa Yar'adua for national development.

- The government federal, state and local shall ensure the recruitment of well trained and competent internal auditors in all ministries, parastatals and other government establishments.
- To re-orient those in the service about the need for independent judgments, honesty, fear of God and integrity in the discharge of their responsibilities, so that they should not be seen as faultfinders or witch hunters etc.
- And the management of both public and private establishments should empower the internal auditors with adequate facilities to face the challenges of modern data processing, computerized accounting system, Information communication technology equipments for ensuring effective discharge of their responsibilities.

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**NIGERIAN DEMOCRACY AND ITS IMPLICATIONS ON THE
EDUCATIONAL SECTOR; THE WAY FORWARD**

BY

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Abstract

Although the originators of democracy – the western capitalist, claimed and popularized its non-ideological basis, it is evident that Nigerian (and African) democracy is not so. Rather it serves as a fuel to the engine of capitalist structure. Thus, the type of democracy to which the Nigerian leadership is beholden is itself at the dead end in the region of its origin (Bande, 1997). However, education in a capitalist structure is only a means to achieve the production of labour power. This paper examines Nigerian Democracy. Nigerian Educational, System (even-though brief) and the implications of Nigerian democracy on its educational sector. Recommendations were provided as the way forward.

Introduction

It must be noted that, right from the beginning, education is a basic vehicle for every society's march-forward or development. This is because for all other sectors of human endeavour be it economic, social, political or otherwise are in one way or the other attached to education. In fact, education is the determinant of their successes as it is the engine for the wheel of progress.

Man as a social animal uses education to exploit his physical environment and equally fashion his social environment. It is on this note that the idea of social living – life style, relationships, ideology, stratification, etc, are conceived within a popular frame work or structure. These structures today form the basis of popular ideologies in the world- capitalism, communism, socialism and mixed economy, with their corollaries like democracy. Thus, these ideologies become a driving force that explains or pave way for the direction upon which societies or nations go.

There is no doubt that Nigerian state is placed on one of these structures by its colonial masters, that is capitalist structure and democracy. In this respect therefore, Nigeria's educational system is being affected seriously by the nature of this, and which is being fueled by democracy. This, democracy in essence provides the means for the maintenance and sustenance of the capitalist structure not only in Nigeria but world wide.

Nigerian Democracy

There is no doubt about the fact that democracy is an imported concept/practice in Nigeria. Thus, it is promulgated and popularized by the

western capitalist nations as the best system of governance compared to oligarchy, monarchy, etc. In a simple sense democracy connotes a popular control over collective decision making, there by allowing all citizens rights and freedom to fully participate in all public affairs be it social, political, economic and cultural aspects of life. In essence therefore, democracy purports liberalism based on fairness freedom and justice.

Western liberal democracy is no doubt imposed on Nigeria (in the process of colonialism and independence) by the colonial masters with one basic feature – participation of all in the process of decision making. This therefore, calls for partisan politics and electoral processes. It must be noted that at the beginning – first republic, political parties – NCNC, NEPU, NPC, etc. were fairly ideological. But one basic problem with the Nigerian democracy since its inception is its electoral processes. These electoral processes are faulty in terms of justice and fairness, and dominated by the bureaucrats, chiefs, retired Military chiefs and business tycoons.

To this end, the presenter concur with Nasidi and Igoil, 1997 in Ubandawaki and Jabo, (2006) that, the biggest dilemma in Nigeria about democracy is that we have not been able to set and define our democratic objectives. In addition Ake, (2003) stresses that it is high time for Africa to

think that the kind of democracy which the west is trying to perpetuate is not in conformity with African interest, it rather promotes democracy which does not suit the relevance to Africa is African culture, at best and at worst proves to engender contradictions that tend to derail or discredit democracy in Africa.

However, Bande, (1997) describes the features of Nigerian democracy very concisely in the following lines:-

of course it was a democracy that is tied to partial rather than full vision of human liberation ... it therefore, under emphasize the dimension of economic empowerment of the citizenry ... true democracy is never a darling of bureaucrats, chiefs, the military, or millionaires; these do not need democracy because they already possess power.

In addition Ake, (2003) further suggests four characteristics which African democracy ought to embody, viz:-

- a. A democracy in which people have some real decision making power over and above the formal consent electoral choice. They may include powerful legislatures, decentralization of power to local democratic formation, etc.
- b. A social democracy which places emphasis on concrete political social and economic rights. Social democracy, which will invest heavily in the improvement of people's health, education, etc.

- c. A democracy that puts much emphasis on collective, rights as it does on individual rights. A democracy which has recognition on nationalistic, sub-national, ethnic group and community as well as social formations. There is freedom of cultural expression and political and economic participation.
- d. A democracy of incorporation in essence, there should be special representation of mass organization especially, the youths, the labour movements as well as women groups.

Nigerian Educational System

It is imperative to note that Nigerian educational system is a brain child of colonial educational policy, which is principally with a view to achieve the 3RS – reading, writing and arithmetic (Mahadi, 1997). As at then, this education system was targeted at satisfying the demands of the colonial state; Clerks, interpreters, etc. Thus, it is the argument of this paper that this is the genesis of the problems of Nigerian educational system. This is simply for the fact that, There have been reforms in the upon reform Nigerian educational system yet did not satisfy the purpose of education, the purpose which is to develop intellectual and mental skills, moral uprightness and social responsibilities of the citizen's in order to fit in any social formation. In addition (Nyerere, 1967) points out that the purpose of

education is essentially to transmit from one generation to the next the accumulated wisdom and knowledge of the

society and to prepare the young people for their future membership of the society and their active participation in its maintenance or its development.

However, issues, challenges and problems confronting the Nigerian education sector have been several occasions discussed by scholars Bako (1998), Hussaini (2007), Abdulkarim (2002), Muhammad and Bala (1998) Mukhtar (2008), Nwodo (2006), etc. In these various write-up issues like, poor facilities, inconsistency in the educational policies, poor planning, poor supervision, poor implementation, poor remuneration for teachers and many others were highlighted among the problems facing the Nigerian education system.

In addition, this regrettable, disappointing and frustrating development in our education sector is not unconnected with our democracy which is ensured by crude partisan policies played in the country, partisan politics simply because it is the ticket for acquiring leadership roles in both public and private sector of the Nigerian state. Thus, the paper shall examine the implications of Nigerian democracy in our educational system.

Democracy and its Implications on Nigerian Educational Sector

It is stated in the overall philosophy of Nigeria that ‘a free and democratic society is desired to be achieved. But unfortunately with Bande’s description of Nigeria’s democracy above, achieving this philosophy is only a mirage. This has a very serious implication on the education sector. In the first place as (Bande, 1997) points out, the type of democracy to which Nigerian leadership is beholden is itself at the dead end in the region of its origin. In other words, even the west from where democracy originated, it is not practiced in a crude way like it is in Nigeria. However, this results from non-seriousness and commitment, on the part of leadership to the education sector. This lays the educational sector off and vulnerable to various problems and challenges. To this end I concur with (Bande, 1997) who stressed that:-

It was not that the Nigerian Policy Makers were totally unaware of the consequences of their development policies on their citizenry ... it was that their vision of development was diametrically opposed to either equality or redistribution.

Secondly, even though democracy was purported by the western capitalist to be non-ideological, in Nigeria it is entirely different, simply because elements of capitalist structure – which is a personal profit making structure created by those who control the means of production and

governments in the society in which ultimate power and greater advantage is confined to a section of the people in the society; ... strong to the exclusion of the weaker (Hussaini, 2007). To this end therefore, the capitalist structure only consider education as a means of production of labour power. Thus, this explains the non-challant attitude of the leadership towards the educational sector in Nigeria.

Thirdly, it is pertinent to reiterate the fact, as (Mukhtar, 2008) argues, that; there is an intervention of party politics into educational institutions as a recent phenomenon that was diffused across the states and federation from 1999. This led to fraudulent school administrators posted to state educational institutions. And only few among these administrators can be found qualified but majority of them will either be unqualified or certificated illiterates, (Bako, 1997). The implication attached to this, is the issue of compromising standard in disciplines and other academic pursuits. Thus this intervention in state educational institutions by the partisan politics/politicians is making a great damage to our educational system.

Going by the above, the argument here is justifiable that Nigerian democracy promotes the problems and uncertainties that now adversely affect the education sector, such as leakages, examination malpractices, strikes by teachers, dilapidated buildings and poor furniture in schools.

The Way Forward

As (Abdullahi, 1996:1) states that the Nation Builders know that it is not large population, availability of Natural resources, defense capability, and system of government that makes for national survival. Rather, nations that survive are those with appropriate educational system. And as identified earlier that liberal democracy ought to propagate justice, fair play, equality and participation of all in the process of decision making. It is unfortunate that the situation is entirely different not only in Nigeria but in Africa generally. Democracy in Nigeria presently only exhibits the ideals of capitalist formation, the devastating effect of which now affect our educational system. However, the following recommendations are made for a way forward:-

- i. That legislation should be provided/made on the issue of consistency of our educational policies to make them secure and development oriented.

- ii. That the objectives of the Nigerian democracy should be redefined to suit our social and development needs.
- iii. That legislation be made to prevent partisan politics/politician's intervention in State and Local Government educational Institutions. This when promulgated will do away with the issue of compromising standards which affects the quality of our education.
- iv. That effective supervision of educational institutions should be ensured.
- v. That education should be seen as a national priority and a means to an end not an end in itself, there by focusing on educational system towards development oriented philosophy rather than a means of producing labour power.

Conclusion

In conclusion, I will like to reiterate as (Muhammad and Bala, 1997:1) states that 'no educational system can rise above the level of its teachers and no nation can rise above its educational system. So for our nation to be a free and democratic society, our educational sector must be free from incursions by our democracy, there and then our educational sector will be fully alive and our nation – Nigeria will do well.

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THE IMPACT AND IMPLICATIONS OF MECHANIZED PUBLIC SECTOR
ACCOUNTING SYSTEM IN NIGERIA

BY

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Abstract

The global financial world of today has no mercy on any country that failed to plan, organize, control and coordinate its financial resources in accordance with its established budgetary procedures. As a results of this, the Nigerian public sector accounting system needs to be streamlined to conform with the highest level of efficiency and effectiveness in the quest for public resource optimization. To this effect, the research methodology adapted to this study was the chi-square, χ^2 . Data were obtained using the questionnaires distributed and this is presented using frequency tabulation. The result of analysis showed that the expected (critical value) $\chi^2_{0.058} = 15.507$ while observed (calculated) 1750.444 is greater than the critical value $\chi^2_{0.058} = 15.507$. We rejected the null hypothesis [Ho], and accepted the alternative hypothesis (H1). Following to the above analysis, the research proceeded to spell out the techniques, process and procedures of mechanizing the Nigerian public sector accounting system which hitherto is in shambles and not mechanized. The paper has among other things recommended that: The mechanization process if fully applied in the Nigerian context will help in enhancing and ensuring efficiency, effectiveness, speed, accuracy, reliability and serial conformity of information in an adequately and well designed form and this will among other things eliminate, fraud and other financial mismanagement which will in turn ensure optimum use of financial resources for national growth and development.

Introduction

Mechanized public sector accounting system is about the application of computer based technological systems and other allied electronic communication devices in Nigeria's public sector accounting system. This is in order to hasten and ensure sound, effective, efficient, reliable and accurate information for better decision making possibilities. Similarly, the world of today has become a common global village, in essence development, civilization and other productive and operative efficiency and effectiveness can only achieve quality and excellence via the use of computer base operative mechanism (Bajomo 2002:22). By definition a computer is a device which under the direction of program, can process data, alter its own program instructions, and perform computations and logical operations without human intervention (Ramon 2000:1) the term program refers to a specific set of instructions given to the computer to accomplish a specific task. In another perspective French (2000:3) identified a computer to be "that parts of the

modern information technological device which supports activities involving the creation, storage, manipulation and communications of information together with their related methods and management application”

In a more general perspective a computer can be described at two different levels; its electronic designing process and its implementation mechanism. The design process of the computer consists of the user-visible interface as seen by the programmer that is the structure and operation of the computer from the programmer’s (a person or group of persons who write instructions to the computer) point of view. The implementation of the computer is the construction of that interface using specific hardware (and possible software components i.e. monitor, printers, keyboards etc).

Public Sector Accounting System on the other hand can be defined as “Those combined process, techniques, and procedures of recording, communicating, summarizing, analyzing and interpreting government financial statement in aggregate and in detail. however, reflecting all level of transactions involving the receipt custody and disbursement of government fund” (Adams 2002:12). Moreover, Jay Kay Consultants, (2004:7) identified Public Sector Accounting “as the composite activities of analyzing recording, summarizing, reporting and interpreting the financial transactions of government units and agencies”. On the other hand, Rafindadi, (2005:1) identifies Public Sector accounting System to be “those multiplicities of roles performed, by an Accountant in Government Ministries, Parastatals, and Agencies which aim at safeguarding, planning and organizing of publicly owned financial resources competently enough to effect an accurate analysis of these financial resources (income and expenditure) to enable a sound decision making by the government towards societal welfare Optimization.” Finally, Oshisami and Dean (1992:20) defines Public Sector Accounting as:

“The process of recording, analyzing, classifying, summarizing communication and interpreting financial information about government in aggregate and in detail, reflecting all transactions involving the receipt, transfer and disposition of government funds and property. The purposes are to demonstrate the propriety of transactions and their conformity with established rules, to give evidence of accountability for the stewardship of government resources and to provide useful information for the good control and efficient management of government operations”.

Theoretical Framework and Literature Review

Daniel (2002:32) asserts that like many other public sector accounting system world over, the divisions of public sector accounting can generally be identified in four main categories and these are (i) the cash basis (ii) modified cash basis (iii) the accrual basis (iv) the modified accrual basis. In all the above four methods, the cash basis is more preferred and adopted in Nigeria (Oshishami 1992:23). This is because the cash basis of accounting system is that system which recognizes, cash based financial reports, and also defines and shows the sources, allocation and uses of cash resources. It also shows the cash required at financing the activities of government and the cash raised to meet those

requirements. By its main intent the cash basis accounting system recognizes transactions and events in the perspective that when cash is received or paid the system warrant for an immediate reconciliation of the transaction. It has the objective of measuring the overall financial result for a periods and determines the difference between cash received and cash paid, it equally provide users or stakeholders with information about the sources of the cash raised, the uses to which those funds were applied and the cash balance at the reporting date. Similarly, the principles underlying the cash basis are easy to understand and easy to explain to stakeholders and users of the accounts (Daniel 2002:20). Additionally, under the cash basis accounting system cash flows used to be relatively uniform overtime it also has a high level of reliability and comparability with legal and other accounting regulatory framework, which then adopt all basic accounting ethics and principles with the main intent to enhance virtues, accountability, honesty and transparency. Finally, Rafindadi (2006:6) identifies that the cash basis has a relative ease of competition, provide wide range of information, delineate and distinguish between relative expenditure and revenues as well as other government accruals within a very good time frame as may be required. Traditionally in Nigeria, government budgets and appropriation have been cash based.

Notwithstanding, the above laudable objectives of cash basis public sector accounting system, it is however fraught with deficiencies (Oshisami 1992:12) ranging from

1. It has the tendencies of making public finances, government activities in an emergency period or in times of economic and social or welfare exigencies to be ineffective or even mar or jeopardize government programmes and policies, this is due its strict emphasis of “keeping within cash limit” in the utilization of resource.
2. It makes no allowance for the usage of assets or for stock held at period end which is then an un-transparent and un accountable measure to public funds and this will in the long run render the public purse susceptible to fraudulent acts by the top regulatory authorities and so is the case in Nigeria.
3. It produces a very imperfect measure of economic costs; consequently, not knowing precisely when, where and how to measure cost of welfare activities and where and when to commit public funds for greater societal welfare optimality attainment.
4. It equally distorts current years costs because of consumption paid for in previous or subsequent years, this thereby, help in giving an incarcerate or fallacious figures which mislead, subvert, impede and impinge on accountability, transparency and sound commitment of public funds for greater public welfare attainment.
5. It is very difficult to prepare over a short period of time.

The deficiencies above gave rise to poor internal control system in public sector accounting system. This thereby, warrants a partial relaxation of internal controls and internal checks, within the system, basically to aid top level fraud which arises from circumvention of internal control arrangement via the breach of its regulation and laid down principles. Similarly, there arises to be lack of system improvement, defect in mode

of operation which doesn't move abreast with changing times, sophistication and increasing transactions. This then gives rise to poor statistical and informational outflows which are either inadequate or produced within an outdated time frame. In the absence of adequate, reliable and efficacious statistical information this obviously allowed embezzlement, kick backs, contract inflation, large scales salary fraud and financial mismanagement by the political office holders and of course the accountants within the system.

Another militating factor that tends to affect Nigeria's public sector accounting system is Inconsistent fiscal and monetary policies that often lead to incessant virement, cost factors escalation, revenue degeneration, budget deficit, expenditure mismatch and inability to curb excess expenditure. This phenomenon's often herald to poor debt management and its antecedent poor accounting system which does not reveal (A) total borrowing of government and the cost of servicing it (B) total guarantee of government and the cost implication in cases of default (C) other liabilities of government. This in the long run, militates against budgetary implementation and creates a set back and absence of budgetary disciplines.

Finally, Rafindadi (2005:4) asserts that, in the absence of budgetary discipline more particularly when talking on public sector accounting system, this hinders those accounting rules, ethics, tenets, standards, procedures and guides to be enforced for an effective analysis of information and results. On the sides of government financial administrators and decision makers, however, this will affect the way and manner on how a sound and enforceable financial and budgetary plans could take place as well as the determination of easy detection of the impact and implications of financial regulations and policies on financial plans and budgetary objectives. These and, in fact, the rampant political changes, coupled with the absence of training and enabling environment tends to culminate in augmenting the already soaring deficiencies of the system.

The above constitute the problems of public sector accounting, accounting and financial control failure, budget and budgetary control failure, auditing failure and institutional failure which in a more general terms represent the reason behind low level development in Nigeria which is of course as a result of wide resources leakages to an unknown directions (Rafindadi 2006:4). This thereby, calls for the urgent need to save public funds and the public sector accounting system via the mechanization process. This is in order to reverse all negative trends that tend to impede and impinge on the quality of Nigerian public sector accounting and public finance system.

From the above points it is evident to that one of the major significance of computer mechanized accounting system is for it to take adequate care of the above major deficiencies in the Nation's public sector accounting system (Ramon and Cushman 2000:3). This is because a computer is that device known with the following advantages in the processing of information and which of course can correct the negative trends of inefficiencies and ineffectiveness where it occurs, basically through a carefully designed

models via a computer based device called software. The major advantages of a computer are:

- a. Accuracy of Processing.
- b. Consistency in processing.
- c. Processing of high volume of data without frictions, inconsistencies and inadvertency.
- d. High Precision in processing which is error free so far the input is error free.
- e. Speed of Processing.
- f. Networking possibilities.
- g. Facilitates local and international communication via the World Wide Web browsing system.

In another direction, Oshisami (1992:49) asserts that the main reasons of public sector accounting system in any nation (Nigeria) inclusive are:

1. To aid in knowing the level of national wealth, and expenditures.
2. The level and picture of per capital national income.
3. To aid in making economic decision with regard to resources allocation.
4. To determine the level of resource needed to be committed in a given project, welfare state and other social security.
5. To demonstrate accountability, transparency and honesty in the stewardship mandated by the public or nationals of a country.
6. To provide financial information useful for determining and predicting the cash flows balances and requirements of short, long and medium term financial resources of a government unit, agency or department.
7. To provide information for economic planning management and control.
8. To provide a basis or index for resources, investment, economic reconstruction; and economic direction.
9. For growth and national development.
10. To provide a balance sheet for overall national asset, liabilities, and income projections.

Following the above points, it is evident that the whole needs and requirements of public sector accounting system is to provide an accurate, efficient, effective and reliable accounting information. Consequently, Mechanizing the Nations accounting system is the only answer, if the overall laudable points or objectives are to be met devoid of bias, inconsistency, and inefficiency (Daniel 2002:12)

Data and Methodology of the Study

For the purpose of this work, a simple random sampling technique is used where a total of twenty respondents were served with questionnaires and a feedback received. Out of the twenty respondents, fifteen were drawn from across the management staff of the accounting/finance departments of fifteen selected public sector organizations located in Abuja, Lagos and Kano and the remaining five set of questionnaire responses were drawn from some selected independent accounting professional bodies. This is in a quest to obtain bias-free data since there will be no fear of information disclosure on whatever grounds. Specifically, the methodology adopted for this study comprises a random selection of 20 number of management staff and employees of some public sector

organizations within the study area and some professional accounting bodies. The researcher hereby identifies the following variables serving as the main research hypotheses:

- X – Mechanizing the Nigerian public sector accounting system will have a great Impact on the sectors efficiency and a good omen to economic growth }
- Y – Mechanizing the Nigerian public sector accounting system will have great Implications on the sectors efficiency and a setback to economic growth }

Method of data analysis

Data obtained from the questionnaires distributed will be presented using frequency tabulation. Data from the questionnaires will be cross tabulated to form contingency tables for the purpose of analysis. The contingency table provides a means of testing if there is an association between the characteristics upon which the classification is based (thirkettble, 1981: 202). The dimensions of such table are defined by ‘r x c’, in which r, indicates the number of rows and c, number of columns. The analytical tools employed in the analysis of data collected include percentages and the chi-square, x^2 , which is defined below and will be used for the testing of the above formulated hypotheses of the study. Following to this, giving the hypothesis of independence of two variables, the expected frequency associated with each cell of a contingency table should be proportionate to the total observed. frequencies included in the column and in the row in which the cell located is related to the total sample size. A convenient formula for determining the expected frequency or value for each cell of the contingency table is,

$$f_e = \frac{rt \times ct}{Ot} \dots\dots\dots \text{eqn 1.1}$$

Where:

- f_e = expected frequency
- rt = row totals
- ct = column total
- ot = overall totals.

The general formula for the degree of freedom associated with a test for independence is,

$$Df = (r-1)(c-1) \dots\dots\dots \text{eqt. 1.2}$$

and this forms a critical part for the basis of interpretation of our final result. The chi-square [x^2] is a statistical tool used to determine the probability that the observed and expected frequency values differ, thereby providing a means of establishing the significance of the differences between them. Giving as: Chi-square [x^2] = $\sum \frac{[f_o - f_e]^2}{f_e}$

- where: f_o = an observed frequency
- f_e = an expected frequency
- \sum = summation sign for the cells

Decision rule

The decision applicable here is to reject the null hypothesis if the observed x^2 (calculated) is greater than the expected x^2 (critical value) at 5% level of significant which is found from the chi-square [x^2] table and accept the alternative hypothesis or otherwise. The tool is significantly important to this work as it provides a means for testing the independence of the variables in our hypothetical statement formulated hence

providing a platform on which decision would be made that is whether to reject or accept the null hypothesis.

Data Presentation, Analysis and Test of Research Hypotheses

Those tentative statements made are tested here for validity or otherwise, the first hypothesis concerns itself with “Mechanizing the Nigeria’s public sector accounting system will have a great Impact on the sectors efficiency and an omen to economic growth”

Observed frequency contingency table

In order to test this hypothesis, the observed and expected frequencies are cross tabulated forming contingency tables as follows

Table 1.1 observed frequency contingency table i

Mechanizing the Nigeria’s public sector accounting system will have a great Impacts on the sectors efficiency and an omen to economic growth	Yes	No	Total
Absence of budget discipline qualified and experienced Public Sector Accountants, training and enabling environment	18	2	20
Failure of the treasury and budget ministry to evolve joint fund and cash control procedure.	20	0	20
Poor internal control system being operated in Public Sector Accounting System which is susceptible to relaxation in order to aid top level fraud arises due largely from circumvention on internal control arrangement or breaching its regulation and laid down principles.	20	0	20
Organization of cash accrual basis satisfactory	11	9	20
Well planned and coordinated cash management control system enhance organization performance	20	0	20
Cash management and control system conform with computer age	20	0	20
Sound cash management and control instrumental to projective attainment	10	10	20
Adequate staff training	20	0	20
Adequate regulatory framework for sound cash management and control.	12	8	20
Total	151	29	180

source: research questionnaire

4.3.1 Expected frequency table

the expected frequency table is constructed by the application of the formula given earlier in chapter three, recall eqn. 3.1, viz

$$f_e = \frac{r_t \times c_t}{O_t} \text{ --- (eq 3.1)}$$

For instance, applying this formula, the expected value (f_e 1.1) for the observed frequency (43) in row 1 column 1 on the table will be

$$(f_e 1.1) = \frac{20 \times 151}{180} = 16.78$$

$$(f_e 1.2) = \frac{20 \times 29}{180} = 3.22, \text{ and is continued in a similar manner.}$$

Therefore, values in other cells are similarly calculated and the computed table is as follows:-

Table 1.2 expected frequency contingency table 1

Mechanizing the Nigeria’s public sector accounting system will have great Impacts on the sectors efficiency and an omen to economic growth	Yes	No	Total
Absence of budget discipline qualified and experienced Public Sector Accountants, training and enabling environment	16.78	3.22	20
Failure of the treasury and budget ministry to evolve joint fund and cash control procedure.	16.78	3.22	20
Poor internal control system being operated in Public Sector Accounting System which is susceptible to relaxation in order to aid top level fraud arises due largely from circumvention on internal control arrangement or breaching its regulation and laid down principles.	16.78	3.22	20
Organization of cash accrual basis satisfactory	16.78	3.22	20
Well planned and coordinated cash management control system enhance organization performance	16.78	3.22	20
Cash management and control system conform computer age	16.78	3.22	20
Sound cash management and control instrumental to projective attainment	16.78	3.22	20
Adequate staff training	16.78	3.22	20
Adequate regulatory framework for sound cash management and control.	16.78	3.22	20
Total	151.02	28.98	180

source: research questionnaires.

4.3.2 Calculating the chi-square [χ^2] value

we can now apply the test statistics for computerizing the observed value χ^2 ;

$$\chi^2 = \sum \frac{(f_o - f_e)^2}{f_e} \dots \dots \dots \text{eq 3.3}$$

As was explained in chapter three, results of which are tabulated below:

Table 1.3 computation for testing hypotheses H1

F_o	F_e	$F_o - f_e$	$(f_o - f_e)^2$	$(f_o - f_e)^2 / f_e$
18	2	16	256	128
20	0	20	400	400
20	0	20	400	400
11	9	2	4	0.444
20	0	20	400	400
20	0	20	400	400
10	10	0	0	0
20	0	20	400	20
12	8	4	16	2

source: research questionnaire

Decision rule/ inference

to take a decision, we have to first determine our critical value of χ^2 and this is done by ascertaining the degree of freedom through applying eqn. 1.2 explained in the methodology in the first instance, then checking up the critical value of χ^2 at 5% level of significance as follows;

$$\begin{aligned}
 df &= (r-1)(c-1) \dots\dots\dots\text{eqn. 3.2} \\
 &= (9-1) (2-1) \\
 &8 \times 1 = 8
 \end{aligned}$$

Therefore, expected (critical value) $\chi^2_{0.05,8} = 15.507$ (see chi-square in appendix) while observed (calculated) 1750.444 is greater than the critical value $\chi^2_{0.05,8} = 15.507$, we reject the null hypothesis [ho] that: -

“Mechanizing the Nigeria’s public sector accounting system will have a great Implication on the sectors efficiency and a setback to economic growth”.

And hence accept the alternative hypothesis. Following the above analysis, the research, proceed to spell out the techniques, process and procedures of mechanizing the Nigerian public sector accounting system using the computer based mechanical device.

The Techniques, Process and Procedures of Mechanizing the Nigerian Public Sector Accounting System

The techniques to be adopted in mechanizing the Nigeria public sector accounting system are as follow (Okezie 1995:230):

Feasibility Studies: This simply refer to mirroring the nature, features, strength and weakness of the general system analysis and design and to equally determine its strength and weakness and at the same time by considering the rationale behind the current mission of mechanization process by determining whether the new equipment and the proposed system are likely to be more effective and efficient when mechanized. Conducting a feasibility study when mechanizing an accounting system is of great importance, failure of which will continue to affect all subsequent actions, thereby, creating serious and series of analytical impediments. The stages in a feasibility study to be adopted when mechanizing the Nigerian public sector accounting system should be as follow:

- Formation of Group: This is the identification of qualified personnel resources that are computer literate selected specifically for the mechanization process of which they must be within the Office of the Accountant General of the Federation (OAGF) and must be conversant with public sector accounting system and mechanics.
- Providing terms of Reference: This requires defining appropriate terms of reference aimed to capture and identify the measures to be taken to solve the identified public sector accounting problems via a computer

designed or developed software. Similarly, the objective, mission statement, key areas of problems, significant intent of what the mechanization process is to serve, and finally the scope and other purposes of the mechanization must as well be defined in the terms of the mechanizing references.

- The design Approach that is whether simplification, mechanization, data system design or the establishment of new management system to reduce cost or improve total quality of the organizational management information system. This will thereby, entails the study of the critical or beneficial areas – including: networking, length of coverage required, speed, number of internal and external offices needed to be networked, then followed by cost and financing involved, history and review of the system need to be designed and the questions of what the designed program need to be applied for why and how? And what does it need to solve. Similarly, Personnel requirement and their respective skills, experiences, knowledge, creative and innovative capabilities in the field of system analysis, software development and design must all be defined and made available. Data based management techniques, Interrelationship of operation throughout the organization and the Velocity of work need to be aligned with the system installation. Finally a candid and comprehensive system architectural design and report to the management providing findings and recommendations should be submitted for possible analysis.
- Application Study: this is the system design stage where a set of rules, procedures, guides, principles etc are established and further investigations carried out with regards to how the general operation of the developed or to be developed software is to be designed or instituted, taking adequate specifications for the equipment required by the system. The application study group decides, in cooperation with others, on the method and procedures of changing the files to set up or eliminate, the equipment to obtain or discard files and other data capturing devices, as well as methodologies of data analysis. Similarly, adequate study has to be made in relation to the organizational changes that need to be made as a result of introducing the mechanization process over its efficiency. Application study aims at creating optimum system design and it has as its preliminary objective the evaluation of system design and specification development. For effective and efficient application study to be possible there is the need for advanced planning of time and money through budgets.
- Equipment selection: This begins by obtaining facts about equipment, their application mode; durability, reliability, efficiency, flexibility and application to be made for an informed choice, specification are developed to cover data input, processing files and outputs. Special features of installation and operation are also spelt out. Many factors come into focus

- when considering the type of computer equipments. Operating systems differ in their sizes, speed storage and memory capacity, input/output devices, etc. the following factors should be considered by an analyst when choosing a computer equipment for the above mechanization process. The size of the Nigerian public accounting sector should also be taken into consideration when choosing any computer equipment.
- Installation and Review: This is an act of getting new equipment and the related systems into operation it includes making ideas and plans operational, ordering and installing equipment, education and training of staff, converting operation to new procedures, discontinuing old procedure and equipment and transferring personnel. Pilot and parallel runs are carried out during this stage.

Once the whole of the above has been achieved and the mechanization process is adequately guided, rigorously evaluated and diligently implemented then the next line of action is for the OAGF to create and connect all its remote branches or agencies of various organs of the government to the national headquarters with digital wireless networking satellite devices. For example all the Federal Zonal Offices throughout the nation should be connected directly to the OAGF in Abuja using adequate networking server, thus making it possible to generate reports online real time.

With the advantage of mechanizing the Nigerian public sector accounting system this then makes it possible for government to build a wide Area Networking for capturing accounting data from all its remote areas. For the purpose of Pulling National Accounting data together in a single repository position and then making these data available to all state agencies in an online real time basis and vice versa this will undoubtedly solve over 70% of Nigerian public Sector Accounting inefficiency and ineffectiveness (Jay kay consultants 2004: 30).

Internal control of a mechanized accounting system is very critical for the survival of any public sector mechanized accounting system. It became imperative that internal control should be kept alive and under close watch whenever, an accounting system is mechanized (Okezie 1995:43). The strategies essential for effective functioning of a mechanized accounting internal control system are summarized as follows:

- (a) The establishment: the Mechanized Accounting System office (OAGF) must have clear objective, plan policy and the duties of the employees should be clearly defined. There should be clear policy objectives from where control could be made possible (Ekoja 2001:12). The primary and most important control within the whole country must be adequately instituted, the overall networking system should be concerned with the inter relationship of the whole complex activities of the whole nation and defines the precise function and purpose of every section

- (b) and its authority in relation to other sections of the OAGF. There should be no ambiguity about the systems when coordinating the various units in respect of all designed objectives.
- (c) Segregation of Duty: absolutely basic to the concept of internal control system is the segregation of the duties of the employees to ensure that no one person is able to record and process a complete transaction. Particular importance must be attached to the total separation of authorization, execution, custody and recording of data, as a result the custody of vital data, and its security must be a matter of keen interest. Measures must be taken to ensure that access to data is limited to authorized personnel. The physical control is very important in respect of valuable, portable, exchangeable or desirable data.
- (d) Authorization and Approval: all transactions should require authorization and approval by an appropriate and responsible person. All transaction should be reviewed and seen to be carried out in the OAGF; modes or procedures of doing things before they are approved must be clearly defined. Equally important is that the unit of the authorization should be specified.
- (e) Arithmetical and Accounting Accuracy: these are the controls within the recording function which check that the transactions to be recorded and processed have been authorized and that they are all included and that they are accurately processed. Such controls include checking the arithmetical accuracy of the records, the maintenance and checking of totals, reconciliation of control accounts and the trial balance and other accounting documents, within and outside the OAGF i.e. other zonal branches e.g. Federal pay offices etc.
- (f) Supervision: Any system of internal control should have means of supervision by responsible officials for the day to day transactions and their recording thereof. It is through supervision that the controls, i.e. effectiveness are ensured. If the rules procedures etc are installed without supervision, they cannot be effective. There should equally, be procedure to ensure that the personnel have capabilities commensurate to their responsibilities. Inevitably, the proper functioning of any system depends on the skill, experience, competence and integrity of those to operate it.

Finally, it is not worthy, at this juncture to understand that a control system is a system built to maintain a desired state. In this respect, and in order to create actual internal control possibilities in Nigeria's public sector accounting system using the Mechanized Accounting Approach then obviously, the following are very essential ingredients as identified by, Rafindadi (2005:6).

1. A gauging device which must be capable of capturing what is happening or the actual performance of the thing which is needed to be controlled and why? This is often referred to as a "detector"

2. a comparative device which measure or compare what has happened to what is expected of it to happen - this is called a “selector” – A corrective device for changing the unexpected or un-needed to that what is or was required originally and that is called an “effectors” and finally.
3. An information device which guides and sends information to and from (1-3) above and is often known as the “informer” – must be instituted within the designed system software.

The above elements are the four key internal control candidates to be taken into consideration when designing an effective and efficient internal control system for a mechanized public sector accounting system in Nigeria.

Conclusion

From the empirical and theoretical evidences gathered in this study, it is now conclusive to assert that mechanizing the Nigerian public sector accounting system is an omen to national economic recovery, growth and optimum resource utilization and allocations to all respective sectors of the economy. This will also help in ensuring budgetary discipline, elimination of resources leakages and will at the same time allow the full enforcement and application of those accounting rules, ethics, tenets, standards, procedures and guides to be enforced for an effective analysis of information and results. On the side of government financial administrators and decision makers, this will enable financial and budgetary plans to take place as well as the determination of easy detection mechanism of the impact and implications of financial regulations and policies on financial plans and budgetary objectives. In the same vein since computer is a past changing technology, the system will automatically warrant a constant training and retraining of employees which will then help in creating an enabling environment that will reverse the already soaring deficiencies of the system. A typical example of the mechanization process is on what we are witnessing today on the so called E-PAYMENT system in Nigeria, but this is only a fraction of what this study is aiming to highlight.

Recommendations

The Major Implications of Mechanized Public Sector Accounting System are as follows:

1. The records are in an invisible facility and as a result control is difficult
2. The processing of data is done in a black box consequently, processing actions are not visible to the user
3. Because of the nature of the computer, the computer department is given too much Power which does not allow proper control over their activities.
4. Programs (i.e discs and tapes are fragile and inflammable, as such data held therein can easily be lost to breakage, fire etc.
5. EDP is complex and takes time to install, therefore, any initial mistake is carried on for years and no immediate control solution can be devised.

6. Separation of duty may not be possible owing to the nature of the EDP system. For instance, expenditure control and revenue control are virtually processed and stored in the EDP department or done by the same machine or even programmer
7. Storage of data and programs files may be unsecured because all the facilities necessary for their security may not be available
8. Processing may be subjected to external interference, especially where on line real time system is in use
9. Where the client or the office in use of the computer system did not inform a system analyst during programme installation an inbuilt internal control measure(s) may not be possible. Finally, where any final output is often separated from the original input by a number of processing routines, therefore, there may occur a loss of audit trail.

The Major Impacts of Mechanized Public Sector accounting System are as follows:

1. It helps in enhancing and ensuring efficiency, effectiveness, speed accuracy reliability and serial conformity of data adequately designed in the instituted and pre designed program.
2. It follows the rules and consistency of internal control mechanism as pre-designed.
3. Data base management system is simpler to control since all data are collated together in a simple single networking pattern
4. Ensure faster, simpler, quick and easier decision making possibilities on the side of the government
5. It helps in eliminating fraud if the instituted internal control system is purely and adequately taken care of.
6. Process of large scale data or information with a very low operating cost and the conscious elimination and identifications of defects, repetitions, and inconsistency, etc.
7. Facilitates local and international communication via the World Wide Web browsing system and a Networking Possibilities.

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GENDER ISSUES IN SECRETARYSHIP IN THE GLOBALIZATION AGE: A CHALLENGE IN THE 21ST CENTURY

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Abstract

The current development in information technology has brought a serious revolution in all the different professions in the world, Secretarial profession inclusive. The present technological advancement has in the new millennium brought about gender issues in the recruitment of graduates of the profession. Observations reveal that secretaryship is not in its best status in the change process taking place in recent times. Secretarial Duties were better served and recognized as female jobs years ago, but technology in the form of computers has changed the ways companies do business or perceive who the secretary. Because of this perception, Secretarial Studies is no longer seen as exclusively for ladies or referred to as feminine discipline, hence the best secretaries in the future as it concerns gender depends solely on professionalism of the individual and ability to perform effectively. The challenges in the 21st century are centered on some of the obsolete courses in Secretarial Studies curriculum that needs a lot of modification to meet the challenges of present globalization process. Conclusions were drawn and recommendations were made on how secretaries in this age of globalization should equip themselves with necessary skills in order to remain relevant in the vast changing world.

Introduction

The world is dynamic and so are human beings. Any person who does not move with the wave and tide of the time becomes irrelevant to the

modern world. That is why today every one of us is becoming a ‘transformed’ being. Parents, teachers, students, employees and so on are all transformed in modern dispensation in their different spheres of life.

“Life is a phase and men are in sizes”, says a cleric. For, just as there are constant changes various spheres of life, for example, architectural designs, mode of dressing, music and so on, so do experience changes in our world to the extent that today, the world is best described as a global village.

In this 21st century, significant changes are taking place in the world economy and these changes have serious influences in the management of both the private and the public sector organizations. This process of change has created a condition, which industrial and economic analysis refers to as globalization (Idakwoji, 2000).

In the past we hear of terms such as jet age, automation age or age of automation. But today the reigning word is globalization age (Ocheni, 2001). The globalization age has posed a lot of challenges to many professions, secretarial studies not exempted. This presentation therefore discusses gender issues and the globalization age as it concerns the secretarial profession and is entitled: Gender Issues in Secretaryship in the Globalization age: A challenge in 21st century.

Who is a secretary?

Sue (1989), in Ibrahim (2001) describes secretary as ‘an executive assistant with a mastery of skills who demonstrates the ability to assume office

responsibility without direction, exercises initiatives and judgment and makes decisions within the scope of assigned duty”.

In the context of this work, a secretary is conceived as information manager whose responsibility goes beyond mere writing for someone to someone who manages information in the office. Information as we know is the key to every organizational failure. Information is the bedrock of any organization because all decision makings are based on the available information at the disposal of management, (Idakwoji, 2000).

The secretary therefore, is an employee with administrative ability in handling office responsibilities and assigned duties.

Secretaryship

This means the occupation of a secretary or secretarial profession. Secretaryship is dynamic and its roles, task and responsibilities differ in various organizations (Ibrahim, 2001).

Globalization

Globalization is the fact of relating to or involving the entire world in economic issues, health matters and so on. It is unrestricted in outlook or application. (Ogwo, 1998) in Idakwoji (2000), said that globalization simply means “the international integration of world activities, trade, and management enhanced by rapidity of communication whereby virtually everybody can reach every other person in a matter of hours or minutes through information technology”.

The Globalization of Information Technology

Information technology plays a big role in the globalization process. The greatest asset of any business organization is the information at its disposal. According to Oyeleye (1991) this view was upheld when he said that information is indispensable to management decision-making, to economic planning, growth and development.

A major barrier to trade and industries prior to this present time had been difficulty in communication. Firms find it difficult if not totally impossible to get information on market situation, the performance of their subsidiaries, performance of their competitors, market demands and so on. The only means then of getting vital information was to send their staff or write letters and this takes days, weeks or even months involving a lot of paper work.

This however, is no longer the situation with the advent of information technology. According to Fafowora (1998), world market integration has no doubt been facilitated by the new and advanced information technology, which has made instant worldwide communications possible. The Nigerian banker (1999) supports Fafowora's opinion when it says that information revolution has created greater choice flexibility both at home and in the work place. It went further to state that information technology has become an enabler or great convenience; allowing firms to even view their bank statements on their PC screen in their offices or homes.

Through globalization, communication improves between nations, organizations, agencies and individuals all over the world with the use of internet connectivity, web designs and cyber café, electronic commerce (e-commerce), electronic mail (e-mail facility and facsimile, Fax to Fax, to mention a few which have helped nations to greater heights in the areas of productivity capacity and high life expectancy are already provided through technology.

The ever increasing importance of technology is such that through it, the world has suddenly become a global village, with the use of computers.

The Secretarial Profession and the Globalization Age

How does this affect the secretarial profession?

The office system of this era has metamorphosed from the traditional method to a modern, dynamic and complex method, which now requires less paper work, but more of versatile knowledge on information technology.

Whether we accept it or not, globalization has changed the focus of the secretarial profession significantly. With the fast pace with which these machines operate, the value attached to time (where seconds counts), has been eradicated. The secretary produces the draft copy to be examined closely and critically by the boss and then produces the final copies. The secretary no longer attend meetings to take the minutes in shorthand, transcribes and so on where this still exists, it is only in negligible number, Popyk (1988).

According to Popyk (1988) the success of a business depends on how efficiently it manages the information that is important to it. Managing important information involves producing, processing, storing, communication, retrieving and so on all within the needed time. “Stale information is as good as no information”. Lucas (1993), Ocheni (2001).

Popyk (1988) further states that “in the time it takes for a cup of tea to be spilled on the floor, a computer can debit 4,000 cheques to 300 different bank accounts. It can analyze on 3,000 examinations” and so many other things. All these within the time it takes to spill a cup of tea. I leave to our imagination what could be accomplished within the time the secretary would use in taking dictation, read back, produce the draft, take it to the boss, who then reads through and make corrections before the final copy is produced.

A visit to any modern office today will show a clearer picture of what obtains, for on the boss’s table you see a computer likewise the secretary’s table and every other staff. The boss simply instructs the secretary to prepare a memo to the sales manager, branch office and so on, and for meetings where it is still obtainable, sophisticated radio sets or recorders are used, and where there is need for a print out the secretary does that. This is substantiated by Fafowora (1998) when he writes “for many firms operating around the world, rapid, accurate, reliable information and communication are of utmost importance”.

Popyk (1988) further postulates that the machines do faster, neater and more voluminous jobs. Yet the mere availability of these facilities means changes in the office design, new relationships for the employees, new office functions and also space management, all of which the secretary must attend to.

Secretarial Challenges in the 21st Century

In this age of globalization, some courses in the secretarial curriculum needs modification in accordance with the societal needs. Courses like information technology, business communication, industrial relations, office management, contract/business law, need some review in their contents – such as their credit load hours and period; while outdated and irrelevant ones such as shorthand, and typewriting which have outlived their usefulness in the society, should be replaced with more relevant courses. Scholars and writers in secretarial profession have variously advocated for curriculum review in this direction.

Olaleke (1998), Olowo (2004) and Azuka (2006) in Idakwoji (2008) substantiate that even though there is no consensus of opinion on the replacement of shorthand with another course. Majority of the views agree that the retention of shorthand in the secretarial course curriculum is not because of its usefulness to the practitioner in his/her work situation, but primarily for his/her own convenience and probably ego boosting.

The curriculum in secretarial studies was reviewed in 2002, 2003, 2004 and 2007. Within this periods a lot of changes have taken place in the office structure,

content and methodology which have greatly enriched the secretarial practice. Information and Communication Technology (ICT) was introduced and the contact hours of shorthand reduced. In fact, the name of the programme was changed to Office Technology and Management, through some institutions embraced the change initially in 2008 and later reversed to the old name of the programme. There is need for uniformity and consistency in the use of the name and programme to be embraced and adopted by all stakeholders.

I therefore, agree here with Marilyn in Ocheni (2006) that the focus of the secretary today and tomorrow is no longer on routine jobs of taking dictation and producing same, but on information management and technology and administrative responsibilities, one then wonders which of the sexes will be better.

Gender and the Secretarial Profession

Gender issues have been a topic for discussion for ages particularly in the business world, though gender issue is not peculiar to secretarial profession. What makes employers prefer one particular sex to the other when employing? The reasons vary from one employer to another. Male chauvinists will prefer men because to them all women are lazy and will want excuses at the slightest opportunity. While some domineering male may prefer female because they are by nature gentle and can easily be coerced or maneuvered to achieve their

boss's end. Promiscuous bosses will rather employ female secretaries for their own escapades and so on. The reasons are numerous. However, some other bosses whether male or female select staff based on their own personal experience, and also on the qualification and ability of the candidate (secretary) to perform or render qualitative services.

Generally speaking, women in black world, Nigeria in particular have been marginalized for long. Even as the present government promised women equal opportunities to participate in the present democratic dispensation, the number of lucky woman could still be counted on fingertip.

In fact they are best described as familiar strangers because the lucky few to be appointed or elected are only recycled in office. For instance, what you often hear are names like Florence Ita Giwa as a Senator and or after cabinet reshuffling, all adviser to the President on Political Matters "Florence Ita Giwa".

Are there no new names or young and vibrant female professionals who are ready to take their women folks to greater heights? Out of 36 (thirty six) states and FCT-Abuja, we have only four (4) women as Deputy Governors – Erelu Obada of Osun State, Mrs Paullina Tapgun of Plateau State, Mrs Etiaba of Anambra, Alhaja Salamatu Badiru of Ogun State respectively. Compare this figure to the teeming women professionals out there who can hold sway in their professional field any day, anytime and match their counterparts (action for action); and produce results, but no, they must only be seen and not be heard. According

to George Orwell of Animal Farm – all animals are equal but some are more equal than the others.

How many women Ambassadors will be appointed now but for Dr. Ngozi Iweala former (finance Minister) whose representation outside the shores of this country brought to our knowledge her worth? Even at that, some of her policies are being criticized and she has been thrown back to where she came from where they believe she rightly “belong”. What about the former Director General of (NAFDAC) and now Information Minister former Prof. Dora Akunyuli whose life had been threatened severally because of her position and some of her policies even though she is getting results – how long will the women folk continue to play the second fiddle. Even where women aspire to become president or governor they are blocked.

A close look at the various aspects of our life as a nation will convince us that women are inadequately represented in sensitive positions.

The show of shame is not left out in the secretarial profession. The secretarial profession from the onset was designed for female that is why most authors in this field use her in the writer-ups for example Pryse (1980), Austine (1978), Harrison (1979), Roman (1975), the reason for this is not farfetched considering the all important job of a secretary.

The need to keep to the Beijing Declaration should be revisited in appointments, especially in political appointments of women. Beijing declaration holds that women should be given 37% in all the political appointments. At a recent conference organized by “women in National Assembly titled: The role of women in parliament for gender equality held on July15th,2009 in Abuja; one of the recommendations was that political policies/legislations should be decided upon by men and women. At present only 7% of women are in the House of Representative and National Assembly. There is an urgent need to empower women in order to bridge the gap.

Conclusion

Finally, it is pertinent to state that the whole business world has been shaken out of slumber by the globalization phenomenon.

The secretarial profession as earlier stated is more into information processing now than ever before. For any business to survive, its information unit must be up to date. There is need to completely overhaul or re-assess its manpower needs as it concerns information processing. The secretary in this globalization age must be intellectually alert and capable, must be able to work long hours, withstand stress and above all be accessible at all times.

Be that as it may, the best secretary as can be deduced from the above submission is not hinged on whether the secretary is a he or a she, but one who can

meet and overcome the challenges of globalization in services delivery; thus the bottom line is ‘performance’.

Recommendations

1. As a matter of policy, secretarial tutors should be given opportunity to undergo refresher course/training as often as possible to keep abreast of the globalization and generally, particularly in the field of Secretarial Studies, so as to enable them import modern and relevant knowledge to students. As the saying goes ‘a student is as good as his/her teacher’.
2. On the part of government and institutions of higher learning offering Secretarial Studies, efforts should be made to have modern machines available to facilitate learning. Now that the secretarial curriculum has been reviewed, there is need to compel all stakeholders for uniformity of adoption and strict compliance.
3. Secretaries in this age of globalization should equip themselves with the necessary skills in order to remain relevant in this fast changing world and also in order to be attractive in the labour market.
4. The National Board for Technical Education (NBTE) should compel all the stakeholders to embrace the new secretarial curriculum that was reviewed in 2004 and 2007 to be uniformly adopted in all the polytechnics. The new name, office technology and management should be widely publicized.

5. Globalization has transformed the world and has ushered in a rapid movement of capital revolution. Therefore, today's secretary should be equipped along this direction in order not to be caught napping in the changes taking place in the industrial world; where performance – prompt service delivery is the key word. Hence, the secretary must possess (KSA) – knowledge, skill and the right attitude to work, in order to survive in this global village.
6. Secretarial studies should not be seen as a predominantly female profession, but as a profession that embraces all with emphasis on competence, diligence and professionalism.
7. The Beijing declaration should be revisited. Women should be empowered. The 37% of women appointments should be strictly followed as declared at the Beijing conference.
8. Every political policies/legislations should be decided upon by men and women henceforth. Women should be given more political appointments come 2011 than what we have on ground now.
9. It is therefore, my fervent belief that with the implementation of these points; and others, which have been recommended by other writers on secretaryship as a profession; the practitioners, whether male or female will be poised for this age of globalization.

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GOOD GOVERNANCE UNDER DEMOCRATIC RULE; SMOOTH ROAD TO ACHIEVING VISION 20-2020

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Abstract:

For quite a long time, Nigerian governments have been planning on how to achieve a certain level of development for the provision of welfare services among its citizens. These efforts have, to this moment, not achieved due to one reason or the other. The present democratic government came with another programme, the vision 20-2020 which aims at ranking Nigeria among the “20 largest economies in the world; consolidate its leadership role in Africa and establish itself as a significant player in the global economic and political arena.” It is on this basis that this paper tries to x-ray plan programmes of the past governments with a view to asses the efforts of the current vision 20-2020 and see how the objective could be achieved. The main source of this paper is the secondary information, by way of book, journals and other written materials. The paper suggests that, if there is an honest, sincere and selfless leadership, which is committed to the development of this nation can only achieve the vision 20-2020.

Introduction

Nigerian governments have been trying to better the lives of their citizens as well as narrow the gap between the nation and the advance nations of the world. The most popular means of doing that is through formulation and execution of development (pragmatic) policies in such areas as economic, political, educational, social, agricultural, etc, which obviously differ

from one regime to another, sometimes with certain degree of continuity while sometimes without. The adoption of those development policies have become a political contest, and any new regime which fails to come-up with its own strategy will be assumed by most Nigerians as lacking national focus. As a result, any programme that is met by an incoming government will be replaced with another brand new one. Though, most of the embraced new programmes may not be much better and different from its predecessor's. E.g. vision 2010 and Obasanjo's programme; the green revolution and Operation Feed the Nation, etc. But something of difference from the previous programmes, the envisaged vision 20-2020 is conceptualized to achieve three main objectives, which include, to become one of the 20 largest economies in the world; consolidate its leadership role in Africa; and establish itself as a significant player in the global economic and political arena".

These are of course laudable objectives to be attained by any serious nation with the required entrenched political structures and political will. These political structures are the basic pre-requisite for the establishment of a concrete democracy upon which all development programmes are based. Not only good democratic system, but there should as well be an entrenched good governance, which according to Ogaba (2009) in an issue central to the developed efforts of most multilateral bodies, chief of which is the World Bank. Therefore, for any development programme in whichever form, vision or plan it must then be predicated on a substantive base, otherwise it will collapse. This point is supported by a World Bank report of 1989, which states that 'good governance is

relevant to the development of a nation's economy'. It further states that, effort to create an enabling environment and build capacities will be wasted if the political context is not favorable. The report as well, emphasizes on launch the fact that better governance will be achieved if the leadership is making effort to attack on corrupt practices in the country. Not only that, good governance can be achieved if those in authority set good examples by strengthening accountability.

Likewise, there must be a democratically entrenched constitution, a state which according to Olukoshi (1998), "where the citizens themselves decide, actually and effectively , on matters of common concern and significance would be characterized by far-reaching subsidiarity and functional decentralization; matters of concern to all citizens would be decided at the most transcendental level, but matters agreed to be of concern to the individual would on the contrary be left to her or him, while the majority issues would be automatically worked out by large or small groups of citizens at various levels in between.

In governance, leadership is seen as a process of development, a function that operates within a group, an activity in which all can and indeed must engage. This is because leadership occurs where the action of one member of a group stimulates others to more clearly recognize their previously latent needs, desires, and potentialities and to work together toward their fulfillment.

The concept of vision 20-2020 is tagged as a mental picture of the future, which aims at representing a significant improvement on the current state of affairs. This, therefore, is supposed to be supported by a clear and realistic path to its attainment and requires a consistent and sustained effort for its achievement. The vision is a compendium of ideas and wishful thoughts, which could become the nations own article of faith is much the same way that other well known document have been to some people of the world, Guardian, (2009).

Literature Review

The Concept of Good Governance; Democracy and Vision 20-2020.

1. Good Governance:-

Governance can be described by way and manner in which a country or organization is run, administered or governed. The process involves the question of right procedures followed, the quality and the process of the decision making, and above all, how transparent the operative system of the government is. Good governance according to World Bank in Ogaba (2009)

“is epitomized by predictable, open and enlightened policy making, a bureaucracy imbued with professional ethos acting in furtherance of the public good, the rule of law, transparency, and a strong civil society pertaining public affairs. While poor governance, on the other hand, is characterized by arbitrary policy making, unaccountable bureaucracies, unenforced and or unjust legal system, the abuse of the executive Power, a civil society unengaged in public life and widespread corruption.”

Good governance, therefore, is the one in which the leadership is responsive to the yearnings and aspirations of the citizens, a transparent bureaucracy and an honest and straightforward executive.

But to Apreda: (2005) good governance deals in representative democracies which consider the following as crucial in its operation:

- a. the institutional design, electoral system, representative mechanisms, the structure of separation of powers and the exercise of authority in the Country.
- b. The constitution, bill of rights and the legal system of the underlying political system; in other words, the essence of the political structure;
- c. The process by which government officials, representatives and the judiciary are appointed, monitored and replaced; the structural design of the bureaucracy and its management;
- d. The judiciary role, agency relationships, agenda building, accountability and transparency, as well as the whole array of checks and balances.
- e. The integrity of the judiciary, law enforcement and property rights;
- f. The role of collective action; participation and opposition, political parties, interest groups and the media.

To Eyinla (2000), Good Governance refers to accountability, security of human rights and civil liberties, devolution of power and respect for local autonomy, which all constitute a challenge of democratic regime, especially in Nigeria, where there is no much respect for the system.

It is important to note that good governance is synonymous with a government which is perceived and accepted as legitimate that, which is committed to the welfare and responsive needs of its people, committed to law and order, that which is able to create an enabling environment for self development by the citizens. It is also worthy to note that good governance is central to the success and durability of democracy in the nation. In

other words, without good governance, and its principles, the question of achieving the 20-2020 vision will be a mirage.

2. Democracy:

The concept of democracy is a derivation from Greek's word 'demokratia' which refers to rule of, or by the people, and is symbolized by three important features, which include supreme power; freedom of speech; and open political contest for office by all people. Democracy is a process of establishing, strengthening, extending the principles and institutions upon which democratic rule is established.

Good governance can as well be synonymous with democratization, which has been defined by Potter, (2000) as a political movement from less accountable to more accountable government, from less competitive (or non existent) to fuller or fairer predicted civil and political rights, from weak (or non existent) autonomous associations to more numerous associations in civil society. This definition by Potter is trying to make a comparison between a democratic government and military or autocratic rule. But the difference can only make a sense when the democratic leadership is able to imbibe democratic principles. Democracy is too important as a human value for us to justify its existence, because it might be useful for boosting the economy and improving the individual, as envisaged in the vision 20: 2020 document.

Like wise, when democracy does not have any positive impact on the lives of the people, it then makes itself irrelevant. But, according to Jibrin (2007), that:

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When governments are absolutely corrupt and do nothing for the people, apathy sets in as citizens define government as the other, with no positive relationship with their lives. In this context, they keep their distance and seek to avoid control with government which is defined as a source of nuisance and sometimes danger. They make no demands and democratic struggles evaporate. The deepening of democracy requires citizen action with sufficient anger and traction to seek to change power relations.

This point made by Jibrin shows that, a democratic government is that which is able to attend to the yearnings and aspirations of the citizens in which government will claim responsiveness. If on the other hand, it is not able to meet their demands by way of reciprocation, then that government is termed as nuisance and danger. This view was supported by Bratton, (2005) where he asserts that, “it seems reasonable to suppose that the prospects of consolidation for any regime depends on performance considerations, that is, on the relative effectiveness of political authorities at satisfying the ‘felt needs’ of citizens.”

Theoretical Framework

For the purpose of easy reference as to what constitutes good democratic governance for achieving the vision 20: 2020, the figure below provides for the variables to good governance;



Source: Yap Kioe Sheng

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This figure tells us that there can only be these variables surrounding the factor of good governance and any thing less these variables, and then there is question mark on those that stir the steering of the leadership. So also for the Visions 20: 2020 to be achieved, then these principles of leadership or governance have to be considered, otherwise it will be a different story.

NIGERIAN DEMOCRACY AND VISION 20: 2020; HOW PREPARED IS GOVERNMENT?

It is exactly eleven years now close to the D. day of vision 20:2020, which aims at achieving three main objectives as mentioned earlier. But, in order to refresh our minds they include; firstly,, and in the fore, to become one of the 20 largest economies in the world; secondly, consolidate its leadership role in Africa; and thirdly, establish itself as a significant player in the global economic and political arena.

It is now time for situational assessment of the preparedness of the Nigerian leadership to achieve the aforementioned objectives in the next eleven years. We should as well be reminded that, Nigeria is now almost five decades away from its cradle. If this is so, having a reflection of this so far long a journey, the question is how far have we gone in terms of provision of socio-economic and political structures, which the citizens can boast of. The simple explanation they normally give is that, 'Nigeria has been under the military dictatorship twice the duration of civilian administration. But today, the civil democracy is almost ten years of the fourth republic, and therefore, what gain can we take home to show to the society of the so called smooth civilian- to- civilian succession which has never succeeded in Nigeria.

The Nigerian people greeted this most recent regime, according to Bratton (2005), “with an enthusiasm often shedding into euphoria. There was much expression of hope for a democracy dividend” that would bring economic revitalization, a restoration of political rights and liberties, voice for average citizens, inclusion for marginalized groups, the attenuation of political wrongdoing, and the establishment of more effective and accountable government. More so, during the early weeks in office, the government outlined an ambitious reform agenda to address many of these issues. Bratton continued that, overtime however, wide spread disillusionment has set in. The few admittedly high expectations surrounding the transition have been realized, and many Nigerians now feel that a democracy dividend has eluded them.

But the government through its Minister of Finance is still confident that for a country like Nigeria, that ranks 158 out of 177 economies on the Human Development Index (2008), the short term target of the vision document are certainly well within reach. Their reasons are that, “the neighboring Ghana which Nigerians and the rest of the world applaud to high heavens did not do much else beyond fixing the niggling challenges of governance and infrastructure. Likewise Botswana did nothing more than stabilize the political system and fix the economy, as such 60 per cent of its population live above the international poverty line of USD \$1.25 a day. Therefore, Nigeria’s vision 20:2020 sets its sights on two main economic targets – a Gross Domestic product (GDP) of not less than \$900 billion and a National per capita income of not less than \$4,000 billion per annum by 2029. But the major question here is that, is the set date a realistic one?

Conclusion

We have come so far a long way, and by way of conclusion, the paper has raised some important issues which pertains to how the vision could be achieved, through entrenching a good democratic governance, which will pave way for the realization of vision 20: 2020. Some obstacles were pointed out, which if done away with, can as well give way to the vision 20: 2020. These obstacles include; lack of an acceptable and reliable political structure that will ensure a free and fair elections that will produce people consent representatives. Also, Nigerians commitment to the vision was strengthened by the Minister of Finance, citing examples from other boarder nations that have gone a step forward ahead of Nigeria, which included Ghana and Botswana.

Recommendations

The paper tried to offer some suggestions towards achieving the vision 20: 2020, which include:

1. No matter how laudable the vision is, it may be difficult to be achieved if our educational institutions are left to rotten. Since they are the source of the Manpower that drive the development engine, then they must be equipped well with the needed theoretical and practical equipments required for their training. As pointed out by Akin (2008) that, “without massive investment in human capital development, all hope and desire to be listed in the ranks of top economies of the world by 20:2020, can only be wishful thinking.
2. There is need for the Nation’s leadership to address the problem of electoral laws in order to provide for free and fair elections. Luckily, now that the ball is in the court of

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the National Assembly and the time for them to do the right thing is now by passing into law the recommendations of the Justice Lawal Uwai's electoral reform committee.

3. The time for action for the government's pronouncements of being transparent and accountability is ripe. Any attempt to extend it to another day or term, may not be in the interest of the conceived idea of vision 20:2020

4. Corruption has now become a way of life in government and business organizations and is responsible in large measure for broken promises, dashed hopes and shallow dreams that have characterized the lives of most Nigerians. Without attempt to eradicate corruption, therefore, Nigeria would not be able to rank itself among one of the 20 top global economies by 2020.

5. Increase in citizens' participation in the democratic practices so that local stakeholders can equally give their input in decisions affecting their lives. This will have to be done through community organization approach.

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IMPACT OF GLOBALIZATION ON SMALL SCALE INDUSTRIES IN NIGERIA

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Abstract

This paper's aim is to assess the impact of globalization on small scale industries in Nigeria. Once mentioned; the term globalization conveys the notion of universalization and homogenization i.e the elimination of all sorts of differences and distances among humanity, thereby engendering a common universal civilization. Many scholars however believe that the word is one of the terms that are rather complex, allowing for a variety of interpretations and hidden intentions. Indeed, scholars are divided on its impact on industry and human life in general, while some argue in its favours, many others are skeptical and in fact out rightly condemn it. In Nigeria, the president himself and other government functionaries have been openly courting multinational foreign investments into our economy albeit without outstanding successes. This paper has discussed the impact of globalization on small scale industries in Nigeria. In doing this, the paper discusses the concepts of small scale industry and globalization, its history, major players and how it impacts on small scale industry. And the paper rounds up with a discussion on how some of its negative impacts can be addressed to place Nigeria strategically in the global phenomenon.

Introduction

In view of the increasing recognition of globalization on virtually all aspects of human life, it has become imperative to consider its impacts on small scale industries in Nigeria. This is because it occupies a strategic importance in the lives and economy of Nigerians. The term globalization has an array of meanings all of which connote removing international barriers and engendering a universal phenomenon. Of particular relevance to this topic, the term refers to strong force continually creating

economic interdependence in the industrial front and the impact of such a new relationship on small scale industries in Nigeria.

Similar to the globalization, small scale industry has been conceived from a relative point of view i.e from its total number of employees; annual turnover point of view; ownership, etc. With the rise of International Corporation in advanced countries of America, Britain etc in the 19th century with unprecedented levels of production capacity and expansion to cover markets in distant countries these corporations have come to occupy a global connection to impact on smaller industries across international boundaries including Nigeria. Scholars across the globe have variously indicated their concern and anxiety on the impact of globalization on human life because like continues to change both positively and negatively. Indeed Ajagu (2003) and Anyakoha (2003) have echoed various negative attributes of globalization on local industry, most of which are small scale, in terms of closure, loss of jobs etc. This is against many seemingly positive attributes of globalization on small scale industry as championed by western academics, such as transfer of technology, capital, entrepreneurship etc.

The Concept of Small Scale Industry (SSI)

It is possible to use many indicators to define the scale of an enterprise.

Frequently used ones are the value of fixed assets or turnover, level of employment and sales volume.

The concept is a relative term. Each country has found it expedient to define it within its scope of development. According to Stoner et al (1993:57) by customary U.S definition, small scale business is one with fewer than 500 employees. In their own definition, "small business refers to business locally owned and managed, often with very few employees working at a single location. The CBN defines a small scale industry as one with an annual turnover not exceeding five million (₦5,000,000.00) or maximum capital investment (excluding land) of two million Naira (₦2,000,000.00).

Going by the above definitions we may therefore view small scale industry or enterprise as an organization that has at least 2 of the following characteristics:-

- a) *Management of the firm is independent and usually the managers are also the owners. .*
- b) *Capital is supplied by owners usually an individual or a small group.*
- c) *The relative size of the firm within the industry must be small compared with larger units in its field in terms of sales volume, number of employees etc.*
- d) *The area of operation is usually local with the owners and workers operating in a home, neighborhood etc.*

Small scale industry contributes to economic development in the following ways:

- *they generate employment*
- *Accelerate rural development thereby reducing rural to urban migration and city congestion*
- *Generate value added tax*
- *Provide effective linkage between agriculture and industrialization*
- *Stimulate entrepreneurship*
- *Contribute towards poverty alleviation.*

In Nigeria SSI has been encouraged by the following moves:

The NDE established in 1987 supported the graduate loan creation scheme and mature loan for retired people.

- i) *The National Bank for Commerce and Industry (NBIC) established the entrepreneurship development program cosponsored by Federal Ministry of Industry (also known as work for yourself) aimed at boosting the morale of smalls scale industries.*
- ii) *DFRRI equally provided assistance for small scale enterprises as a medium for effective economic development.*
- iii) *The CBN equally supported small scale industries through:*
 - a) *Equity participation by banks in small and medium scale enterprises.*

b) *Mandatory allocation of loan to small scale enterprises.*

The Advent of Globalization

Stoner et-al (1993), observes that international business has always existed in some sense throughout human history, e.g the Trans-Saharan trade in Africa and Arab countries. However, this event assumed unprecedented levels in the 19th century with the advent of Multinational Corporations. Similarly with the abolition of colonialism, expedient strategies were formulated and put in place to perpetuate western subjugation of its former colonies i.e neocolonialism through such agencies as the UN, World Bank, IMF and Multinational Corporation.

When the World War II ended, the US was the major country that had not been devastated by the war, in fact the size of its economy had almost doubled by the end of the war, it therefore became a dominant figure economically, politically and militarily and this provided the climate where its companies began making direct investment in foreign primary, industries e.g oil and mining. By 1950's they were making substantial investments in foreign manufacturing facilities and in the 60's service industry expanded overseas.

As the economics of Europe and Japan prospered however, they equally expanded into the international market and by the late 1960's such industries as chemicals, electrical gear, and Pharmaceuticals etc were competing favourably with US industries. By 1980's Japan joined the race; by this time,, trade and competition have both intensified and investment in facilities have rapidly advanced into developing countries.

In addition to the mentioned international organizations, new regional, economic organs like the GATT, NAFTA, WTO, G-7 etc. had been formed. Through the new information technology (IT) and the supersonic traveling apparatus e.g. aeroplanes, they collaborated to usher in globalization.

Once mentioned, the term globalization conveys the simple notion of universalization and homogenization i.e the elimination of all sorts of differences among

humanity and engendering of a common universal, culture and civilization. While this understanding may form part of the meaning of globalization, many scholars believe that the word is one of the terms that have complex connotation and denotation and cannot simply be defined in one or by a single perspective. According to Abu-Rab (1998), for example "it is almost impossible to give a simple definition of the term ... for it carries a number of implications in the economic, social, political and intellectual realms".

Thus Mazrui (1998 and 2000) conceives of the term in three different perspectives viz, information, economic and comprehensive meanings. He gives its information meaning as "the forces which are transforming the information patterns of the world and creating the beginning of what has been called the information super highway, expanding access to data and mobilizing the computer and internet into global services". In the economic perspective he sees it as "the forces which are transforming the global market and creating new economic interdependencies across vast distances. In the comprehensive sense, he sees globalization as "all the forces which are turning the world into a global village, compressing distances, .homogenizing culture, accelerating mobility and reducing the relevance of political borders. Under this definition globalization is the gradual villagization of the world.

In his own definition Joseph in Haralambus et-al (2004), argues that "globalization involves a move towards a knowledge based economy which engenders competition throughout the world by means of developing the individual and collective capabilities to engage in permanent innovation in sourcing technologies', product, organization or marketing. This innovation depends on the dynamic allocation of resources that will alter the pace and direction of economic growth and enable the industry and the economy at large to compete more effectively".

Sklair in Haralambus et al (2004) asserts that "the capitalist economy is the foundation of the global system and the source of increasing power of the trans-national capitalist class where production is increasingly dominated by incredibly few wealthy corporations". To this end, the world investment report (1995) quoted in Haralambus (2004) observes that global sales by foreign affiliates of trans-national corporation

(TNC) amounted to \$5.2 trillion which was more than the total value of all goods and services traded in the world which amounted to \$4.8 trillion. Sklair (SUPRA) further asserts that states bend over backward to attract inward investment from such corporations while vast number of people throughout the world are persuaded to buy their products through advertisement. Thus, such companies as the Coca Cola, Sony, and etc. exercise so much power and increasingly penetrate poorer nations. In Nigeria President Obasanjo traveled to various countries of the world seeking for foreign investment albeit, without much success. Perhaps this is why Hist and Thompson (2004) concludes that "through this globalize economic system, national economics are subsumed and rearticulated in to a system by international processes and transactions".

IMPACTS OF GLOBALIZATION ON SMALL SCALE INDUSTRY

From the foregoing discussion, it is obvious that major players in the phenomenon of globalization includes: advanced capitalist economies such as the USA, Britain etc. TNC such as PZ, Coca Cola etc. international agencies such as the World Bank, WTO, IMF, etc. local affiliate, including state bureaucrats, capitalist inspired politicians, professionals and consumerist elite (merchants, media) etc. Essentially they take wide ranging decision that further their interest and oppose protectionism through which countries erect tariff barriers to .make it difficult for imports to compete with domestic industry and emphasize free trade (Sklair in Haralambus 2004).

Through this international process, according to Anthony Giddens in Haralambus (2004) national boundaries become less significant and states are less able to control what happens in the world. In line with this, professor Mbanefor in FAAN (2003) posits that "as it is to be expected, the forces driving our shrinking world, present us with the good, the bad, and the ugly". On her own observation, Anyakoha in FAAN (2003) states that globalization continues to engender serious concern and anxiety among individuals and groups (because) the ways people live and work are changing both positively and negatively.

From what has been said so far, it is obvious that globalization is a phenomenon that touches on all aspect of our lives, with particular reference to

industry, the phenomenon impacts heavily on all types of industry regardless of whether they are primary products (mining, agriculture), "service industry (Hotels, insurance) manufacturing etc.

Codensus (2003) argues that "globalization is the continuation of the trend of growing openness and integration among economies that have brought the world a half century of unparalleled prosperity". In line with this argument, Mbanfor. (2003) observes that directly or indirectly, globalization impacts on development i.e it expands the scope of the world trade. It fosters international cooperation thereby engendering productivity gains worldwide, it promotes technological advancement in less developed parts of the world.

Stoner et al (1993) suggestes the following impacts of globalization on small scale industry viz; transfer of capital, transfer of technology, transfer of entrepreneurship and improved competition in the local economy. Other positive impacts on the country at large includes; improvement of the host country's balance of payment, creation of local jobs and career opportunities, greater availability of products for local consumption.

In the following discussions the paper seeks to expose the impact of these seemingly positive attributes of globalization on small scale industry in Nigeria. Anyakoha states that:

"globalization aspiration in so far as the world economy is structured on specialization, comparative advantage, competition and narrow national interest the producers of raw materials would remain as such for all time, deprived of their liberty to determine prices of their products and the direction of their trade; thus small scale, farmers or miners cannot really be able to expand and grow as decision regarding prices of their commodities and what to produce is determined by the global market to their detriment." Anyakoha (2003:5).

Indeed without circumspection, Anyakoha (Supra) concluded that Nigeria unquestionably rushed to ratify the WTO agreement in 1994 which epitomized accelerated free trade multilateral trading system. Indeed the organized private sector (OPS) of Nigeria in a memorandum to the federal government raised an alarm

that the full adoption of the WTO treaty hds made the Nigerian economy vulnerable and porous to importation of goods that could otherwise be produced locally. Thus Anyakoha observes that Nigeria has become a dumping ground for all types of goods. The end result is that the local manufacturing industries which often operate in hostile environment are forced to close down. In fact according to Ajagu:

"the NLC reported that not less than 500,000 jobs had been lost in recent times as a result of trade liberalization; various sectors of the economy especially textile and agriculture are severely affected". Ajagu in FAAN (2003:6).

Transfer of Capital

According to Stoner et al (1993:146) globalization benefit both small and medium industries by affording them loans for capital with which local entrepreneur can start business or expand it through relevant micro-credit schemes e.g Women World Banking (WWB) as of 1993 has affiliates in 51 countries and has made available more than 500,000 small loans to poor women the world over to start their own business thereby improving their lives and by implication that of their communities.

However, this important contribution to small scale industry has its negative effect. Stoner (Supra) observes that multinational industries may use up local financing thereby absorbing capital that might have otherwise been used to finance local industries. In fact smaller industries may not possess relevant collateral to back up loans and thus are unable to finance their own expansion.

Transfer of Technology

It has been argued that globalization has impacted positively on small scale industries by making available a range of modern technologies that could be used in businesses. These include; actual machinery required for small scale mining, agriculture, manufacturer, office computers etc.,

However, it has been argued that the importation and overreliance on foreign technology only stifle our initiative to develop an appropriate technology that suit our particular needs and ensure continuity. For example Professor Sambo observes that; "using appropriate technology in hundreds of mini sugar plants

could be locally developed and we can create close to a million jobs in the industry and its spin-offs in the manufacture of machinery and implements, chemical and by-products industries. (Culled, from internet) he therefore suggests that we need to develop an opportunity technology which we can sustain.

Transfer of Entrepreneurship

Another positive impact of globalization on industry is in the transfer of entrepreneurship i.e multinational corporations send down their managers to take care of subsidiaries where it is expected entrepreneurial skills will reach small scale industries by trickledown effect. Similarly through seminars and other training workshops, such entrepreneur skills-may reach small scale industries through consulting firms, e.g Macmillan Nigerian publishers limited has organized various workshops for stakeholders including local publishers, private schools, representation of state ministry of education and staff of the company on various issues ranging from publishing, book piracy etc.

Subjected to a critical assessment, this seemingly positive impact would seem to equally impact negatively on small scale industries because they do not possess similar entrepreneur experiences and thus in the long run, small scale industries may be out skilled by multinational corporations as the expected trickledown effect fails to occur.

Creation of Local Jobs

One important aspect of globalization has been the creation of local jobs. For example with the advent of GSM, multinational operators such as MTN have given opportunity to many Nigerians to do business in GSM operators call centers. Some Nigerians have also been licensed by NCC to engage in recharge card productions. GSM handset and accessories sales and maintainance out-lets etc who equally employ some staff. Similarly many Nigerians have joined the chain of distribution, retailing, and etc of imported goods. In fact this is where MTN really create jobs in Nigeria.

Brain Drain

According to Anyakoha E. (2003) globalization has enormous implication following the brain drain phenomenon. With unequal levels of development highly skilled manpower earns more income in the industrialized world than in less developed countries like Nigeria. Ultimately brain drain impact negatively not only on small scale industry but on the development of the country as whole, because Nigeria is denied the ' services of those educationist and professionals who would otherwise have used their potentials to develop our industries and the nation in general. Anniebonam (2003:9) observes that education and health sectors are the worst hit, meanwhile, many more are willing to join them due to lack of enabling environment in Nigeria.

Communication Technology

Ajayi (2003) argues that "it is knowledge which is the key product and key input of the global economy and (it is) extremely mobile". Thus information technology has become the basis of development and its absence or insignificance may in turn become counterproductive. Thus in Nigeria according to Anyakoha (Supra) virtually all sectors of the economy operate below what she calls "information poverty line". In the manufacturing sector for example, she argues that many operators in the dark as they fail to access information on what is new in their areas of operation and as such cannot operate effectively in the global competitive economy.

Improved Competition

As mentioned earlier, some scholars believe that one of the important aspects of globalization on industry is that it engenders improvement in market competition which in turn prompts firms to rationalize all their activities for efficiency. Thus competition inter-alia engenders high 'quality products, ensures appropriate pricing, leads to improvement in technical expertise etc.

According to Joseph in Haralambus et al (2004) globalization involves a move towards a knowledge based economy which engenders competition throughout the world by means of developing the individual and collective capacities to engage in permanent innovation in sourcing technologies,

products, organization or marketing. Thus innovation depends on the dynamic allocation of resources that will enable the industry and the economy at large to compete effectively.

An oversupply of commodities occurs and since consumption is hampered it further contributes to depression or erring of direct producers; for example since the early 1980's overproduction of commodities leading to plummeting (real) commodity prices has wreak havoc among third world primary producers including Nigeria. Thus the ultimate result is bankruptcy and liquidation of small scale industries that do not enjoy economies of scale.

Furthermore, the liberalization of imports has lead to an unprecedented decline in small scale and even medium and large scale industries in Nigeria. Trade liberalization transforms countries into open economic territories where numerous products from around the world that may be more qualitative and cheaper are allowed to compete with our local products. The end result is that entire branches of industry producing for the internal market are eliminated e.g textile industry have had to close down because they cannot withstand the severe competition from imported textile materials and today they are gradually being overtaken by markets for used garments i.g gwanjo (global research).

Recommendation

Having outlined some of the impacts of globalization on small scale industry as well as on the economy of Nigeria as a whole, it is important to note that globalization docs not account for all of its problems. It has therefore become imperative to look inward and identify these problems and address them as well as those posed by globalization with a view to positioning our small scale industries and indeed the economy at large strategically to wade through the challenges of globalization. Anyakoha in FAAN (2003) identifies research, infrastructures, education, policies and orientation as some of the problems of small scale industries in Nigeria; and suggested the following strategy for addressing them:

- 1. Education:** *Since globalization is built on knowledge and information, rebuilding an effective knowledge base should be a priority in Nigeria; through reutilization of*

higher education, and encouraging the growth of specialized knowledge producing institution that will support the new economy e.g technology based institutions.

2. **Research:** Further on development of education, research should be revamped in order to develop critical and appropriate technology in the country through revitalization of various research institutes to conduct studies on projects with investment prospects. This will give us a change to produce made in Nigeria goods of international standards so that our industries can compete globally.
3. **Brain Drain:** Through moral appeal and creating an enabling environment e.g improved condition of service, we can retain more of our best brains to help us improve condition of service,, we can retain more of our best brains to help us improve. We can equally link up with globalised professionals of Nigerian origin in Diaspora and invite them to contribute their own quota in our quest for a strong industrialized Nigeria; thereby turning brain-drain to brain regain.
4. **Infrastructure:** There is a need for the government in conjunction with all stakeholders to update infrastructure. If we are to be relevant in the world economy of the 21st century we must develop efficient transport and communication systems, constant and reliable water and electricity supply and we must have both the financial and technological capacity to sustain them. This will go a long way in reducing cost of productions so that the product are made more affordable and competitive with imported ones.
5. **Policy:** There is the need for government to make policies that will protect our local industries as well as promote further investment, encourage competition and enhance efficiency. Such policies should focus on small and medium scale enterprises as the main engine for development conversely such policies should discourage various forms of reckless and unpatriotic importation of goods and services through high tariff and outright prohibition. Policy should also be targeted on re-orienting Nigerians to appreciate locally manufactured goods as

against our high taste for foreign products especially those we can locally produce.

Of course, there are positive aspects of globalization; it has led to an innumerable development that could greatly enhance the performance of industry and human life in general. Given the enormous and expanding array of technologies available for use in industry, there may be an infinite possibility to grow now than ever before. But all these comes at a cost to our local small scale industries who face the challenge of increasingly becoming insignificant in comparison to transitional corporations which they must confront and attempt to come to grips with on a daily basis. In this confrontation many of Nigeria's small scale industries may turn out to be losers. In fact, if drastic measures are not put in place the future appears to be bleak.

Conclusion

The conclusion of this paper is that small scale industries in Nigeria have no option but to grow and become global players, lest they be marginalized and paced out. Indeed, there is no hiding place for any economy and only the best can survive, to this end, Nigeria should squarely address the challenges raised in this paper in order to maximize the benefits of globalization so that it becomes an instrument of opportunities for our industries and the country in general

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POVERTY AS A CHALLENGE TO THE SUCCESS OF THE NEW ELECTORAL REFORM COMMITTEE IN NIGERIA

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Abstract

The entire African continent is considered a poor continent when compared to the continents of North America and Europe. The indices used include per-capita income, education, health, sanitation and calorie intake, etc. The continent of North America and Europe are termed as rich in relation to the above mentioned indices. They reached that level because they are able to cross the poverty line. Crossing the poverty line leads to free and fair elections and a stable democracy. Nigeria wants to imbibe the Western democracy but is confronted with a lot of bottle-necks. The reason is obvious. We are left to cross the poverty line. It is very difficult to have a stable democracy if the people are poor the majority of Nigerians find finding it very hard to have basic needs of life, such as food, cloth and shelter. This paper discusses poverty its meanings, types and causes viz-a-viz, the terms of reference of the electoral reform committee.

Introduction

The exponents of dependency theory have the view that, developed countries like United States of America, Canada, England, Germany etc consider Nigeria as a poor country, because it has low per-capital income, low capital base, poor electricity supply, poor drinking water supply, poor educational facilities, poor communication systems and road networks, poor

salary and wages, high dependency ratio, high level of corruption. The above mentioned indices have shown that Nigeria is not ready for stable free and fair elections for sustainable democracy. What is needed now is socio-economic emancipation of individuals and families. Free and fair elections and stable democracy can be achieved if the populace is free from poverty and other socio-economic bondages.

The issue of rigging and election irregularities has not been a new thing within the Nigerian, politics, since independence. From the 1960s, Series of governments have come and gone each with many complaints of rigging and election irregularities. The elections of 1959, 1964, 1979, 1999, 2003, were decried out nation-wide. The 2007 election was considered the worst in the Nigerian politics. Foreign observers and other Non governmental Organizations (NGOS) and Civil Society Organizations such as:-

- Transition Monitoring Group (TMG)
- Labor Election Monitoring Team (LEMT)
- The Citizens Forum for Constitutional Reform (CFCR)
- The Electoral Reform Network (ERN)
- Muslim League for Accountability (MULAC)
- Justice Development and Peace Commission (JDPC)
- Action Aid Nigeria Report (AANR)
- International Republican Institute (IRI) Report
- National Democratic Institute (NDI) Report
- Economic Commission of West African States (ECOWAS) Report
- Centre for Democracy and Development (CDD) Report etc have all testified to the failure of our electoral system. The president Commander –

In chief of the Armed Forces of Nigeria, Umaru Musa Yar'adua also testified to the shortcomings of 2007 elections in his inaugural swearing in ceremony He put it thus;

“We acknowledge that our elections had some shortcomings. Thankfully, we have well established legal avenues of redress, and I urge anyone aggrieved to pursue them. I also believe that our experiences present an opportunity to learn from our mistakes. Accordingly I will set up a panel to examine the entire electoral process with a view to ensuring that we raise the quality and standard of our general elections and thereby depend our democracy.”(Jibrin 2007).

Precisely in less than 100 days Mr. President established/constituted an electoral reform committee with mandate as to:-

“Review the whole electoral process and proffer solutions. And if the constitution has to be amended to make our electoral process right They are expected to recommend measures to make the Independent National Electoral Commission (INEC) really Independent not just in words but indeed.

Poverty

Researchers worldwide have tried very hard to fix a yardstick for measuring poverty, the yardstick which would be applicable to all societies and should provide a fixed level, at which level should a nation be considered poor. And what level does poverty begin?

What is Poverty?

According to the World Bank, in (Garba 2008) poverty is hunger. It is lack of shelter. Poverty is being sick and not being able to see a doctor. It is inaccessibility to school; not knowing how to read, and not being able to communicate with others properly. It is losing a child to illness brought

about by unclean water and lastly, but by no means exhaustively, it is powerlessness, lack of representation and freedom. The exponents of Marxian theory see poverty in terms of the system of inequality generated by the capitalist mode of production/economy. Wealth is concentrated in the hands of a minority, who own the forces of production in capitalist society. The majority members own only their labor power which they must sell in return for wages on the open market.

Poverty occurs in capitalist economies where production is the means of accumulation and where the society is divided into two classes, i.e. the class of the rich and the poor. The classes of the poor are those in the majority, such as the aged people, children, low income earners, primary and secondary school teachers, unemployed who can not possess the means of production and basic needs of life.

Types of Poverty

Basically there are two types of poverty. In Islam poverty has been discussed in many places in the holy Quran. One of the two types of poverty is called 'Miskin' which refers to absolute poverty. The absolute involves judgment of basic human needs and is measured in terms of resources required to maintain healthy and physical efficiencies. Most measures of absolute poverty are concerned with the qualitative and quantitative amount of food, cloth and shelter deemed necessary for a healthy life. Absolute poverty sometimes is called subsistence poverty because it is based on the assessment of minimum subsistent food requirement.

The second type of poverty is called 'Fakir' this refers to a person who has no enough food for himself and family for one year. This type of poverty refers to relative poverty or subjective poverty. Relative poverty refers to whether or not an individual or groups feel they are poor, it depends on individual standard of living. Under relative poverty we have other sub-types such as spiritual, psychological, political and materials inefficiencies

Causes of Poverty

Poverty is a disease and it is very easy to destroy human nature. Causes of poverty are many, some of them include;

1. Neglect of Rural Area

The national population commission testified that more people are found in the country-side than the people found in urban centers. In spite of the great number found in the rural areas, still governments neglect the rural areas. In rural areas there is scarcity or absence of social amenities such as schools, banks, good drinking water, clinics and hospitals, good roads, telecommunications, and other places for training high and semi-skilled work force. These places absorb many work forces and pay them to develop their areas.

2. Unemployment

Seer says no country will develop if there is an increase in poverty unemployment and inequality even if the Gross National Products (G.D.P) of that country is doubled. The moment people are unemployed in a particular household or country that means, there is high dependency ratio or syndrome on the few that are working and the social amenities would be limited in the family

3. **Rural Urban Migration.**

Movement of people from villages to urban areas can cause or increase poverty level in the rural areas because the active population that is found in the production line has gone to the cities where they will increase Burden to the existing social services in the urban centers. Rural-urban migration involves much active population, skilled and semi skilled unemployment found in the cities and towns roaming the streets looking for jobs.

4. **Education**

Education is the total experiences one acquires in life. Therefore literacy level dictates the level of wealth one has in life, because education itself is wealth in which the owner can easily convert to money. The World Bank Report on Nigeria in 1998 observes that poverty in Nigeria is strongly influenced by education. Those without education according to the report, that 79% of the Urban Extreme Poor (UEP) and 95% of the rural poor had only primary schooling or less.

5. **Poor Implementation of Government Programmes**

The increasing level of poverty in Nigeria is partly due to poor implementation of policies and programmes targeted towards poverty alleviation. Kuka (2007) states that, it will be wrong to say that successive governments have conceived and implemented some programmes like Operation Feed the Nation, (OFN) Green Revolution, (GR) Better Life for Rural Woman, Directorate of Foods Roads and Rural Infrastructure, (DFRRI) family support programmes.

The greatest drawback has been in the area of corruption, lack of funding at the right time and continuity of the programmes into the subsequent regimes besides, answers to continued failure of poverty alleviation programmes lie in the lack of political stability, and corruption. Others include lack of basic skills, lack of access to capital for investment, absence of market, population growth, the decline in agricultural production and devaluation of the Naira.

Poverty and Electoral Reform Committee Recommendations

Since the main objective of the Electoral Reform Committee is to review the whole electoral process and proffer solutions. To what extent is poverty associated with elections in Nigeria? Even if it will cause the constitution to be amended, to make our electoral process right, they will recommend. If one may ask, (I) what are the causes of all these mass election irregularities? (ii) Who are involved in the process of election rigging or shortcomings? (iii) What shall be done to make the whole issue a by-gone issue?

It is important to the electoral reform committee to bear in mind that the answers to above questions is poverty and its attendant consequences in relation to the people involved in the entire exercise. The cause of the shortcomings is poverty and the people involved are poor people because many segments of Nigeria population are involved. The most important ones are the security agents particularly the Police, prominent civil servants with low income from political parties and unemployed youth and teachers. The main reason for their involvement was the financial benefit from the exercise.

The members of the committee also should reform other superstructures such as Independent Electoral Act, Judiciary Security apparatus. Though, the Nigerian laws in the constitution and electoral acts have not been exhausted. We need the right structures for an enduring system which is a sine qua non for democracy and development, e.g. during campaign people are advised to come out in mass to cast their votes but to a great surprise, the politicians will come out with money to bribe the electorates to vote for a single political party instead of allowing people freely to cast their votes.

Conclusion

In summary, the Electoral Reform Committee was constituted by the President of Nigeria to find out the causes of election irregularities/ shortcomings and offer solutions to those problems. But optimistically poverty issue is very important aspect to the committee to look at. Though, poverty has been classified and it is based on the personality class. For example in the rural areas absolute poverty is almost in every home, because there is no enough water for drinking and other domestic purposes. Social amenities are too scarce. Politicians also are suffering from poverty either psychological poverty, spiritual poverty or political poverty. They panic to lose election due to the issue of “winner takes all syndromes”. They are ready to kill anybody that stands on their way. Since the committee members are highly respected in the eyes

of everyone, they should try to bring recommendations that will reduce the high level of poverty in Nigeria.

Recommendations

One of the problems of election malpractice is the level of poverty that exists in every home particularly in the country-side. As the first step along this line, schools should spread throughout the rural areas and teachers should be motivated to stay. Enlightenment will increase and employment will highly increase.

In this process social amenities will be within the reach of many peasants, by so doing many people will be attracted to go back to the Rural Areas where they will be more productive. Politically many people will come and contest for the various posts at local level. Over the years, this will lead to free and fair election in the country.

The Electoral Reform Committee should tackle the issue of corruption and mismanagement within political parties and Independent National Electoral Commission (INEC). Apart from the money used to purchase the mandates of the electorates in order to win elections; they also manipulate the nomination at the Local Government, Ward levels, and State levels to put their in-laws, brothers, or anybody under their control at the expense of the interest of the majority people in that constituency.

Misplacement of priorities is another area into which the committee should look critically. e.g. The moment an elected leader is sworn

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THE CHANGING ROLES OF SECRETARIES IN A DEMOCRATIC SETTING

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Abstract

The role of secretary in any organization is wide and varied. As the qualities that make up a secretary are so many and diverse, it is difficult to place many of their roles in an organization as more important than others. Secretaries are the public faces of any organization as the people who come in contact with the organization first see them before their executives. Therefore, they are the mirror through which the public assess the reputation or otherwise of the organizations. The role of secretaries seems to be dynamic depending on the situation. Sometimes secretaries have been delegated enough authority to carry out the responsibility and sometimes the responsibility commensurate to the authority. This paper will focus on the changing roles of secretaries in a democratic setting.

Introduction

Different people have varied perception with regards to the term secretary. To a layman, secretary is any person who has the ability or skills in typewriting. The conception of a secretary by layman does not take care of who the secretary is and what is expected of him. Harrison (1979) defines secretary as “a person who has mastery of office skills and who adopts the

procedures and methods of functions using his many qualities and attributes in many/different organization”.

Roman (1985) defines a secretary as “a skilled executive and interpreter of his boss’s thinking and often the executor of that thinking”.

Comprehensively speaking, Ajufo (1990) defines a secretary as:

“One who plans, organizes, controls the office taking into consideration time limits and priorities, deals with emergencies, gathers facts and presents them meaningfully, assists in decision making, keep interruptions to a minimum by screening visitors and maintains schedule of the executive’s time including a calendar of meetings, projects and itemeries”.

Secretaries must undergo series of training in order to fall in any or all of the above definitions and must have varied and diversified qualities and attributes and must be capable of depending their positions of being secretary by possessing and performing different roles expected of them.

Conventional roles of a secretary.

A secretary as an executive assistant possessing mastery of office skills and displaying initiatives plays a very important role in any organization. Secretary is a pivot upon which the organization rotates. In giving a secretary a wholistic definition, the following roles are performed by him in any organization:-

- a) Administration/Management Roles
- b) Personnel Roles
- c) Receiving Visitors
- d) Dealing with correspondences
- e) Making traveling arrangements/iteneries
- f) Taking dictation
- g) Keeping records
- h) Handling telephone calls
- i) Keeping the diary of the executive/boss
- j) Filing and indexing documents
- k) Organizing meetings and conferences
- l) Reception duty
- m) Controlling stationeries and office materials

a) Administration/Management Roles

Administration roles involve organizing and controlling the organizational activities in order to achieve the goals and objectives of the organization. Secretary's makes decisions within his scope. It also includes supervision of junior staff and ensuring that schedules of work are being accomplished, directives given are comprehended and

Taken completely within the time span. He also plays an important role in management by making sure that all the resources are available at a right time, decide what provision needs to be made in future and see that things happen as they were planned.

b) Personnel Roles

This includes interviewing of junior staff, service staff and assigning job schedule to the staff recruited. Personnel roles also involve proper filing of documents, receiving, sorting and distributing mails within the organization, composing replies to correspondence on behalf of the executive, identifying and solving routine and non-routine problems by applying professional skills and techniques in order to develop the varieties of ideas and modify situations.

c) Receiving Visitors

Another interesting and challenging role of a secretary is dealing with visitors. This requires a great deal of human relations because receiving visitors involves reception duty, talking with the visitor and good approach. The secretary who greets visitors is acting as the human relation representative of the office and must be courteous, patient, sensitive, tact and the able to go along with others.

d) Dealing With Correspondences

A secretary is expected to handle both incoming and out going mails that arrive from time to time in the organization. All these letters must be properly received, stamped, sorted, recorded and replied.

e) Making Traveling Arrangement/Iteneries

It is a secretary's role to make traveling arrangements for his executive. These arrangements include preparation of iteneries, booking hotel accommodation, booking flight for the executive and many other important arrangements.

f) Keeping Records

Keeping records is also one of the fundamental roles of a secretary. Records of staff files, petty cash/imprest, minutes of meeting etc., must be properly kept and easy to find whenever needed.

g) Taking Dictation

It is amongst the most important roles of a secretary to be capable of taking dictation from his executive and transcribe it with minimum errors, consequently saving his executive a lot of time.

h) Handling Telephone Calls

A secretary is virtually certain to have to handle telephone calls and to deal with callers. He may also receive all the calls of his executive and therefore he is a filter of his executive's callers. The situation calls for a great amount of tact and diplomacy. No wonder Uzomah (1996) says "a secretary should be humane, polite, friendly, efficient and tactful in handling telephone calls".

i) Keeping the Diary of the Executive

To the Employer/Executive, time is expensive and as such there must be someone who can exercise measures of control over their interview, public functions and other engagements. A good memory is a great asset, and therefore secretaries keep a diary for the executives and for themselves. When an executive is absent from the organization, it is difficult for a caller in person or on the telephone to make an appointment for a future date except with the aid of a secretary. The fixing of these appointments places a great responsibility upon a secretary in a sense that his employer's time is utilized effectively to the benefits of the organization.

j) Filing and Indexing Documents

The process of systematically classifying and arranging records so that they will be kept safely and obtained easily in terms of filing and indexing. This is one of the important roles of a secretary in any organization being aware that filed records are valuable and referred to as the memory of his organization.

k) Organizing Meetings

Meeting is a collection of selective people who share common views/interest to tackling problems, sharing opinions and finding solutions to the problems identified. The secretary prepares agenda and notice of meeting, book hotel accommodation and arranges all the materials needed before, on the day, during and after the meeting.

l) Reception

The secretary may have additional responsibility of discriminating between personal visitors and telephone callers shielding the employer from the unwelcome callers or visitors. The secretary ascertains whether the executive is ready and willing to receive a call and will make note of each call taking care of the name, date, time and brief

message of the caller. In a situation where a telephone call cannot be put through

to the executive at once, the secretary will inform the caller and keep contact with him.

m) Controlling Stationeries and Office Materials.

Secretary controls the stationeries and office materials of his organization. This role calls for honesty, dedication and patriotism, and hence secretary should possess all these qualities.

Roles of A Secretary During Military Regime

Conventional secretary's role sometimes changes during military regime due to the nature of the personnel involves, who commands respect. Though his qualities and attributes may be the same, but situation could make him to drop some of his qualities and probably develop new ones which may not be in conformity with the ethic of the profession. The paper will shed light on those roles which secretaries in military regime are partially or completely denied or made to misapply.

a) Administrative Roles

This role of organizing and controlling the activities of the organization is virtually impossible during military regime. The executive of the secretary called 'Boss or Oga', therefore has total control of both materials and human resources and hence commands all the subordinates including the secretary. Sometimes the secretary may be allowed to supervise junior and service staff, but the supervision must be in conformity with the Oga's taste.

Administrative roles also involves seeing the accomplishment of a task in time and comprehending directives to ensure that orders are followed in a cordial manner usually through motivation. In military regime, the "Oga" has no regard for motivation, and the assigned task or order must be done or followed otherwise punishment be given to the secretary.

b) Personnel Role

Secretaries are not allowed to exercise their powers with regards to recruitment and assigning job description to those recruited. Dealing with correspondences and proper filing and sorting of documents are

not properly exercised talkless of composing replies to the letters received on behalf of the “Oga”.

c) Management Role

Secretary’s roles with regard to the management of organization’s resources so as to see that proper utilization of the resources are done; so as to prevent shortage and untimely disposal of the resources is neglected during military regime.

d) Receiving Visitors

During military regime, most of the visitors are military personnel, friends or relatives of the “Oga” etc., need not to follow office procedures with regards to seeing the Boss. Being superior than the secretary, the visitors in most times enter the office without necessarily giving due respect to the secretary and hence the secretary has no power to prevent them from entering. Some secretaries are brutalized because of trying to exercise their powers and some are transferred from their offices to other places.

e) Keeping Records

Normal office routine work is not properly done and hence office procedures in most cases are not properly observed. Since this is the

case, the secretary has little or no record to maintain, keep and/or protect. The secretary is not invited in the meeting and hence the minutes of the meeting will not be properly written, properly filed and stored. Imprest is usually turned as the 'pocket money' of the Boss and hence the secretary has little or no knowledge of how the money is spent talkless of filing the relevant documents.

f) Keeping The Diary of the Boss

Secretary's role of reminding his executive about important aspects such as meetings, appointments, public functions and other important matters is out of bounds during military regime. He does not know even the days when a meeting is to hold talkless of preparing and sending agenda to the members of the meeting. The Boss does everything single handedly or delegate the task to his whom he wishes.

The Changing Roles of Secretaries in Democratic Settings

Democratic system of government as the government of people by the people and for the people has greatly affected secretary's roles. Since the government is elected by people, and the people differ in their thinking,

Attitudes, beliefs and even home background, the secretaries' roles are more on human relations aspect.

Human relation is a way in which people who comprises an organization think and relate with each other in the process of attaining set goals of the organization. Ugbede (1999) identifies the aims and objectives of human relations as:-

a) Positive Steps to Achieve Goodwill

If this is to be successful, positive steps and conscious efforts should be made by secretaries in stimulating the interest in the activities of the organization.

b) Action to Safeguard Reputation

The secretary's role is to eliminate whatever is seen as offensive and likely to bring about negative opinion or bring conflict to the organization. This is more useful in Shari'a states and as such secretary's mode of dress should reflect the needs of the Shari'a so that the reputation of his organization is safeguarded.

These objectives are attainable by a secretary in the following ways:-

- i) To understand human behavior **in his dealings with visitors and his boss;**
- ii) analyze future trends and their implications to the organizations;
- iii) To come up with and maintain two way channel of communication base on truth and adequate information;
- iv) To help in preventing conflicts and misunderstanding in the organization and with the public;
- v) To promote goodwill with staff, visitors and callers.

Secretary's role in a democratic setting with particular reference to human relations can be discussed under the following headings:-

- a) Telephone
 - b) Written communication
 - c) Face-to-face communication
 - d) Non verbal communication
 - e) Receiving visitors
- a) Telephone**

In a democratic setting, the secretary needs a greater amount of tact and diplomacy. The caller could be executives of another

organizations could be friends, family, party leaders etc. The secretary should be humane, polite, friendly, efficient and tactful in handling different calls from varied groups. Calls must be answered in a clear and pleasant voice, in Shari'a state starting with "*Assalamu Alaikum*" and "Hello" in other states followed by promptly announcing the name of the organization.

b) Written Communication

Written communication in form of letters, memos, reports and minutes should be written in clear and simple English. In a situation where the majority of the members could not understand English Language and a meeting is held, it is a duty for the secretary to translate the minutes to the language understood by majority of members. The notice of the meeting and the agenda should follow the same pattern so that members will comprehend the message easily.

Human relations demand that the secretary thinks of the receiver of the message and put himself in his shoes while he is reading the message. No business letter will be effective unless the writer bears the reader in mind. The secretary should remember that a well laid letter is a window through which his organization can be

viewed. The secretaries need to think about the information that goes into the message. He bears in mind three classes of writers, viz: those who think before they write, those think while they write and those after they have written.

c) Face-to-face Communication

This is one of the important roles of secretaries and care must be exercised in democratic setting. Face-to-face communication is the most influential and most powerful because it involves gestures, postures and facial expressions. The secretary's choice of words must be simple and effective and should cultivate good listening ability. In order to win the attention of different categories of people, the secretary must speak in a clear, audible and pleasant manner while at the same time he should maintain tact and diplomat. He must be fluent in the local dialect or language of the people where the organization is located.

d) Non-Verbal Communication

The secretary must be conscious of his human relation strategies in non-verbal communication. The art of non-verbal communication is a process of transferring meanings to people without the use of words.

Caudill (1987) identifies the elements of non-verbal communications to include sound communication, scent communication, body communication, face communication and dress communication. The quality of communication by sound is measured by sweetness of the voice, speed of talking, softness of the voice etc.

Scent communication is conveyed through the quality of smell which one emits to the people in the work place which could result from one's natural body odour, dirty clothes, dirty body and application of certain type of perfume. Body communication has to do with the secretary's movement, sitting posture and the distance he maintains with the person he is talking. Face communication refers to all those conditions of a human person that could be revealed by the person's facial appearance like sadness, happiness, lack of interests etc. The dress communication refers to the dress the secretary wears and the nature and size of the dress.

In a democratic setting, secretaries must be conscious non-verbal communication in dealing with people because it is possible for the mind to think what the mouth says, while the body face, scent, dress etc may be transmitting a different message.

Rachman (1991) spells out that other strategies for effective non-verbal communication in the office to include keeping an open mind,

focusing on the speaker, taking notes, minimizing interruptions, interjecting, clarifying and affirming and paying attention.

e) **Receiving Visitors**

Another most interesting and time challenging role of a secretary in a democratic setting is dealing with visitors, which includes meeting him, talking to him and working with him. Receiving visitors called for some strategies like patience, sensitivity, tact and ability to go along with everybody. Courtesy requires that when a visitor approaches the secretary's table, he should be given immediate and undivided attention. The greetings should be friendly and cheerful, example in Shari'ah and Hausa states, "*Assalamu Alaikum, inakwana*". The secretary should remember names and faces of regular callers so that he may greet them in sincere natural manner.

The secretary, acting the role of public relations representative, provides the means for a comfortable and pleasant waiting period for the visitor. In order to accomplish this, the secretary may attend to the visitors

by offering a cup of coffee or an ash tray or provide current magazines and newspapers.

Being courteous to a certain visitor requires considerable discipline and restraint. A secretary requires strong will power to cater for aggressive and self important visitors.

CONCLUSION

The secretary is regarded as a centre point to the achievement of the organization's goals because of his closeness to the executive. His role is the same but he must be dynamic in order to go along with the dynamic world because of the wise Hausa saying "*in kida ya zanza, rawa ma sai ta canza*" (the fifer dictates the tune). A secretary in a democratic setting must be very knowledgeable in human relations because of the kind of people with whom he interacts.

Recommendations

For secretaries to be able to meet and perform their roles in a democratic setting, the following recommendations are posed:

1. There is need for the secretaries to be qualified so as for them to know how to interact with people from different background and values.

2. The untrained secretaries should be encouraged to go for training through in-service course, weekend courses etc.
3. The secretaries should be sponsored to attend seminars and workshops to learn their up-to-date skills.
4. The executives should allow the secretaries to exercise their duties and responsibilities.
5. Funds should be set aside for training and re-training secretaries.
6. Curriculum designers at all levels should ensure that sufficient provision is made in their design so as to ensure that secretaries are properly trained to meet the challenges of present day human roles.

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EFFECTIVE HUMAN RESOURCE MANAGEMENT A TOOL FOR ORGANIZATIONAL SURVIVAL AND COMPETITIVENESS

BY

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Abstract

In the past managers as well as writers in the field of management did not give their attention to the importance of human resource in organization. However, with the rapid advances recorded in the field of science, technology, computer and innovation which are the work of human being, attention is increasingly given to the human factor now. It has been realized that the human factor has the ability to make or mar any existing organization. The skills, talents, experience, creativity and innovations of man are greatly needed for the progress of all organizations beside, organizations incentives. In this paper the author identifies the importance of human resource and then explains what organizations need to do to attract, maintain and utilize the right type, quantity and quality of the human resource at all times so as to be able to maintain its relevance in the market.

1.1 Introduction

Until recently the exact importance of human resource in organizations has not been recognized. Managers as well as writers in the field of management focused their attention on issues such as finance, assets, products, markets and the environment giving little attention to human resource. Studies in the field of human resource actually started in the era of industrial revolution when personnel problems requiring managerial attention began to emerge. Gradually from then, the importance

of human resource in organizations has increasingly been realized, particularly in business organizations, the focal point of this paper. One reason why human resource management is receiving increased attention now is that the world economy has experienced a major shift from the traditional manufacturing industries to service and highly technical manufacturing industries that require more technical job skills. In spite of the advances recorded in science, technology and computer, it has been realized that human factor is still the most important factor. This is because all the inventions we see are made by man. Only man has problems and only man can solve problems. If a facility develops problem such that it cannot function, it is either the user/operator, manager, owner or all that have problem because they are those that will feel the impact. In fact and in the final analysis the human element is the real or only factor of production because all the other factors are passive factors which must be utilized by the human factor to achieve production. All activities of sourcing raw materials, fabrication of the materials to achieve production and other activities to make sales and profits are carried out by people in organizations. This makes the human resource the most vital assets possessed by all organizations. Human resource is therefore a basic tool which if effectively planned for and well utilized would assist in achieving the desired objectives and goals of the organization. The qualities and

adequacies of human resource play a significant role in the survival as well as profitable operation of the organization. Any business organization which tends to underplay these two important factors would only dissolve in the long run that it had toiled with the future of its survival. The quality and morale of workers could therefore make the difference between success and failure of a business enterprise.

It is against this background that the writer decides to bring out what business executives need to do to adopt policies and practices that would help the organization to recruit, develop and retain the best hands.

1.2 Methodology Adopted for The Paper

Literature review and descriptive analysis shall be used to discuss meanings and the practices needed to be done to enhance the competitiveness of the business enterprise on the human aspect of management.

2.0 LITERATURE REVIEW

2.1 Definitions

Almost all the definitions given to human resource point either to people in organization or what they offer towards the achievement of the goals of the organization.

Werther (1998:6) defines human resource as people in organizations. This simply refers to the men and women employed and assigned to different job positions in the organizations.

Brown (2000:140) defines human resource as the people who contribute physical and mental energy to the production process. This definition looks at human resource in terms of what the people can offer towards the achievement of the objectives of the organization. Physical energy refers to the unskilled labour that contributes their strength while mental energy refers to workers contributions in terms of skills, talents and experience.

The above definitions indicate that what organizations actually have is not the man or woman employed per se but what he/she can offer towards the achievement of the organizational objectives. This can be the talents, skills, qualifications, experience, judgment, foresight, creativity and ability in terms of performance.

Human resource management on the other hand refers to the practices and policies you need to carry out the people or personnel aspect of your management job Dessler (2001:2).

Wether J. (1998:10) refers to human resource management as the process of obtaining, developing, utilizing, evaluating, maintaining and retaining the right number and types of workers.

The above definition indicates that human resource management means the activities that are necessary for management in order to attract, obtain and hold the right quantities, types, qualities of workers at the right time.

What then are those practices and processes that organizations need to follow to fulfill this important function?

2.2 Formulation of Appropriate Personnel Policies

Clear understanding of a firm's human resource objectives provides the first and essential basis for effective direction of its affairs. This is more so if those objectives are being interpreted on the more meaningful lines spelt out in the overall policy of the organization.

Policy is defined as the mode of thought and body of principles laid down to under lie and to guide the objectives of a firm towards declared or known objectives (Koter 1984:24).

Cole (2002:18) describes policy as a statement of intended conduct or rule of behaviour which is intended to apply across the organization. He proceeds to state that it is an expression of the organizations values and beliefs concerning all the major functions of the enterprise.

Personnel policy is a kind of standing answer to recurring labour problems in organizations. A personnel policy may state that all training

activities must be carried out in the organization's training school. It may also state that the organization should build its managers rather than employ them from outside. Personnel policies are essential and if clearly formulated and announced in a written declaration and effectively utilized will help organizations achieve their personnel objectives. Likely areas to be covered by the personnel policy are recruitment, selection, placement, training, development, motivation and the general staff welfare. In Nigeria only very few organizations mostly multinational corporations have such personnel policies.

2.3 Formulation of A Good Manpower Plan

Manpower plan is one of the most important elements in a successful human resource programme. It is the process by which an organization ensures that it has the right number and kind of employees at the right places, at the right time capable of effectively and efficiently completing those tasks that will help the organization achieve its overall objectives. It translates the organizations objectives and plans into number of services needed to meet those objectives. Manpower plan must be based on the enterprise objectives as well as the personnel policy of the organization.

Manpower plan begins by assessing the current status of the human resource possessions of the organization. This is an internal analysis that

includes an inventory of the workers and skills already available in the organization. This is done to bring together forecasts of future demand and supply. Manpower plan is basically a set of two plans; manpower demand plan and manpower supply plan.

Manpower demand plan spells out the manpower requirements of the organization which should in principles have five dimensions; quantitative, qualitative, temporal, locational and job positional. Formulation of manpower demand plan must be based on carefully planned business activities which detail out the short and long term objective of the organization, intended expansion and locations of new offices or branches.

Manpower supply plan on the other hand tries to present a set of alternative solutions to the problems presorted by manpower demand plan. The sources of manpower supply plan could be from two distinct sources; from within the organization and from outside. Manpower supply source from within the organization suggests literal and vertical transfer, promotions and advancement. While manpower supply source from outside indicates recruitment, selection and placement on temporary or permanent basis.

Organizations should also have very good recruitment exercise to be aided by sound job description and job specification. This should then be

followed by selection, placement and orientations practices. These are important aspects of personnel functions and as such organizations must ensure that they have in place effective programmes that will ensure steady flow of able and highly motivated individuals.

The main aim of recruitment, selection, placement and orientation is to guarantee that the best hands are attracted to the organization. The best out of them are subsequently picked up for placement, the right qualification is placed on the right job and the newly employed workers are made familiar with the job, other workers and the environment.

2.4 Effective Motivation

This calls for managers to know what motivate their staff and accordingly do whatever is possible to see that the staff are motivated.

Organizations should clearly establish what welfare packages they can concede to their employees. Such packages include provision of canteen where meals are subsidized, free medical care, provision of housing and transport facilities at subsidized rates. There are also some typically specified needs of the employee to which organizations should give priority, they include:

- i) **Pay/Salary/Wage:** This want helps in satisfying physiological, security, social and egoistic needs. Policy in this area should be able to establish salary/wage structure which clearly differentiates the

various job grades. Reasons for pay differentials should arise only from qualification, job knowledge, experience and job performance. Consideration should also be given to salaries/wages being paid to workers in other similar organizations. If the level of salary/wage in the enterprise is too low in comparison to those paid in other organizations, it will be difficult for management to attract the best people. Generally workers should be paid reasonable salary/wage to enable them live a relatively comfortable life. Salary that is unfair generates complaints labour turnover, lateness, absenteeism, damage to company property and lack of commitment.

- ii) **Job Security:** This want is taken more seriously by workers at present time in Nigeria. Job security, means continuity on the job, job stability as well as making every member of the organization aware that enormous opportunities abound for promotion and advancement based on excellent performance.
- iii) **Job Satisfaction/Conducive Work Climate:** This could best be achieved when organizations employ the right worker, with the required talents and place them on the right job. When employees start portraying some abnormal behaviours at work, management

should pay attention to the work environment to see whether it is conducive. In many organizations it is common to see people who are there only physically while their minds are far away from them. In situations where workers are not doing their jobs the way they should, the manager should find out whether the job is no longer interesting or the environment is harsh. In doing this the manager should find out whether the workers affected are in the same work category. If so, then it is a clue that it is the job rather, than the individual workers that are at fault. This is because very few people can sustain interest in something really boring. It may also be that they are overqualified for the job which means very little is demanded from them. It may also be that their most creative suggestions are always turned down.

The more management probe the possible causes and remedies related to keeping people's minds on their job, the more will enhance work climate and the more it reaps the double benefit of enhanced productivity and making each job more interesting and rewarding to its holders.

2.5 Entrenching Good Communication System

Communication is very essential in any organizational set up. Effective communication is a pre-requisite for the effective achievement of organizational goals. It is the means by which an organized activity is unified, behaviour is modified, change is effected, coordination is enhanced

and goals are achieved. Change made and the reasons for the changer should be notified. A avenue should be provided for workers to express their feelings and views about the work they do and the organization in general. They should be encouraged to be giving creative suggestions.

2.6 Conduct Performance Appraisal

Organizations should adopt a method of performance appraisal which is suitable for their peculiar circumstances. The important thing here is that staff should be made to realize that their contributions to organizational goals are being monitored. It is also to make them know that the organization will reward positive effort and assist staff to overcome their problems. Performance appraisal should not be used for fault finding. It is a process of knowing how far a staff has met set targets, reinforcement of short comings, assisting them to overcome the short comings. It should be conducted with relatively high frequency which will make organizations in better positions to capture performance and make the staff more alert to their responsibilities.

Each appraisal exercise should provide additional feedback to the preceding one. Positive performance acknowledged in the earlier exercise should either improve or stabilize while previous short comings ought to reduce or be eliminated. This is the expected trend and aim of performance appraisal.

2.7 Provide Good Leadership

Managers should provide the leadership that makes employees feel that they are part of the organization. By this I mean employees should be given the opportunity to express their views on matters affecting them. Their valuable and creative suggestions should be accepted and incorporated. Changes introduced should not be abrupt unless it is under special circumstances and the reasons should be explained. Managers should also do well to monitor closely the activities of the supervisors and immediate managers of workers to ensure that the kind of leadership they provide is in line with the general requirements of the organization.

2.8 Provide Training and Development

Investments on training and development are wise investments as organizations tend to gain a lot from such investments. The aim of human resource training and development include enhanced productivity, improved morale, minimized supervision, low accidents and enhanced organizational safety and flexibility. To achieve the above stated objectives, concern should be shown to the location of training and a good mix of on the job as well as off the job training. This is with a view to blending knowledge (theoretical understanding) with skills (practical ability).

3.0 Conclusion

In conclusion, managers should realize the fact that employees are central to achieving competitive advantage. This calls for them to pay attention to what employees have and can offer toward achieving the goals and objectives of the organization. Human resource management has to be linked with the strategic goals and objectives of the organization in order to improve business performance and adopt organizational culture that poster innovation and flexibility. Organizations should put in place all requirements needed to make their human resources up to the task of fulfilling the goals and aspirations of their organizations. This will make them remain in existence and compete well in spite of all the environmental hazards.

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TOWARDS UNDERSTANDING COMPARATIVE POLITICS AND ITS USEFULNESS IN COMPARING POLITICAL SYSTEMS

BY

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Abstract

Political systems in all nations of the world have common goal – good governance. But their institutions, operators and environments differ. We could not understand the extent of success or failure of a certain political system or why the citizens of one nation are enjoying high standard of living while the citizens of another nation are suffering, unless we are able to compare political systems through the lens of cooperative politics. The paper intends to bring to light what comparative politics is, its usefulness in the understanding of the performance of political systems and its limitations. It also intends to provoke thought and further discussions on the subject by more learned scholars.

Introduction

Political systems are not the same in all nations of the world. They might have similarities but certainly not the same. This could be informed by the differences of history, environment and development. Of course the elites theorists, such as Mosco, Michael and the rest, were right to have said that, few rule over the many in all political communities no matter the type of political

system. The Marxists such as Lenin and the rest were also right with their observation that each society is classified into two groups – the dominant and the dominated. The moral philosophers (political) such as Plato, Socrates, Aristotle and others were not far from the truth when they pointed out that the essence of the state and by implication that of all political systems is the institutionalization of good governance, equity and justice. All that notwithstanding, the need for comparing political systems is obvious – thus the relevance for the study of comparative politics.

The paper would attempt to bring into light how comparative politics could be a tool for studying the performance of political systems. Before that, let us have a glance at what comparative politics is.

Comparative Politics

Comparative politics is sometimes confused with comparative government. Comparative government seeks to compare political institutions such as comparing them in terms of constitution, legitimacy, legislative, historical and executive dimension. Comparative politics on the other hand studies political phenomenon across nation states. It is a subfield of political science which emphasizes empirical approach on the basis of comparative method.

Comparative politics involves the systematic study and comparison of the world's political systems and seeks to explain difference between, as well as similarities among countries. Comparative politics is concerned with answers to

questions such as – why are some countries developed while others underdeveloped? What makes nations similar as well as different? Why do some countries prefer monarchy while others prefer to be governed democratically?

The purpose of comparative politics which is a general strategy for studying political phenomenon (Isaac, 1969), is to study similar political phenomenon in different political systems and then compare. For example, Noore (1996) compares the outcome of revolution in England, Russia, Japan among other in order to understand its role in the emergence of fascism.

The purpose of comparing political systems is to arrive at a reasonable understanding of similarities and differences. It is argued that without comparison of political systems, “the conduct of responsible politics is impossible”. But what is a political system?

Political System

Vickers (1983) views system as a tool of understanding of issues and situations. McClelland (1966) looks at system as a structure provided by its observers to have elements in interactions or relationships and some identifiable boundaries that separate it from the environment. However Strickland et al (1968) looks at a system as a set of things related in some ways so that changing or removing away one thing in the set will make a difference to other things in the system. Having understood the concept of system, what then is a political system? A political system is more than its institutions and more than the formal

process of government. It includes the dynamic interplay, the whole process of demand and response which politics represent. (Devin, 1993).

The concept of political system is more inclusive than government and incorporates all individuals and institutions involved in the political process. For example in explaining why Nigeria in the first republic cooperated with the capitalist nations of the west rather than the communists nations of the east, during the cold war despite its claim to non-alignment, one must understand the role of its formal government organs and political leaders. “The political system includes the influences bearing on the policy makers, the impacts of their decisions on the public and the resulting public reaction” (Gray, 1978).

Generally, the performance of a political system is measured in terms of goals, actions and results, which are linked to what people want i.e good governance which Emmay (2005) says has to be “participatory, consensus, oriented, accountable, transparent, responsive, effective and efficient”. Leaders establish goals for political system. Actions are taken by public officials to implement these goals. Certain outcomes result from these actions. This means that competing goals are being put forth for adaptation by the political system, Action may be taken simultaneously towards the fulfillment of a variety of often contradictory goals as competing groups may assess outcomes differently.

However, as understood by many scholars the achievements of goals when determined depend on power, which is always available to those who set goals for

the political system. We are more concerned with how power is distributed rather than how it is mobilized within the political system.

In Nigeria, the system has in the distribution of power within the system retained enough power in the central organ of government i.e national assembly and the federal executive, and therefore as a federation, the federal government has been able to influence to some extent the role of the other tiers of government (state and local) especially in the present democratic dispensation of (4th republic) in the performance of the political system compared with India, Canada or Australia which are also federations. In comparing the distribution of power between United States and Europe it appears that power is more highly concentrated both horizontally and vertically in Western Europe than in the United States (Gray, 1978).

It is generally agreed by scholars that when we compare the developed nations with underdeveloped nations we are led to conclude that the political system make a difference. Political systems have a concentration of power that enables their political leaders to pursue certain goals “in a concerted fashion”, (Goldie, 1979). On the other hand when compared with underdeveloped nations what stands out mostly clearly are the immense environmental differences between them. It is doubtful, for example, whether any organization of political power could rapidly bridge the gap in political performance between Britain and Rwanda, or Germany and Burundi.

Similarly, since political performance is linked to the needs of the people, that is what people want – the performance of the system in the field of political economy is important. From this angle is also doubtful whether any economic policy could rapidly bridge the gap between Nigeria and Sao-Tome and principe, as the economy of a country, to a great extent, plays a prominent role in the performance of a nation's political system (Roy, 1990), which according to Anifowose et al (1999) generates data (economic or politics) in large quantities and at random

Comparative politics: A tool for comparing political systems

It has already been found out that the performance of any one political system is measured in terms of achievement of its goals. Comparative politics makes it possible for systems to be compared by allowing the same aspect of any two or more political system, to be compared. In Nigeria, for example, the Constitution (section 16) states :

“The (Nigerian) state shall harness the resources of the nation and promote national prosperity, efficient, dynamic and self-reliant economy, control the national economy in such a manner as to secure the maximum welfare, freedom and happiness of every citizen on the basis of social justice and equality of status and opportunity”.

The degree of achieving the goals could be well understood when compared with the goals of other political systems.

Scholars of politics generally agreed with the view that “no government can solve all its problems with immediate effect. None could totally fall in its fundamental responsibilities and yet remain in power. All governments fall somewhere in between partial success and partial failure”. That fact could be used as a conceptual tool of study and explain differences in politics around the world. Beside, we can examine and compare the political processes that determine the allocation of values all over the world.

Using comparative politics as a tool we can compare political leaders, institutions and process and to assess the impact on the citizens. Not only that, comparative politics gives us the benefit of examining the motives and actions of individuals, both leaders and followers who influence the making of policy.

It is only through comparative study that we can find and understand the similarities and differences existing between countries regarding the goals advanced by political elites for setting goals, and the degree of success in pursuing these goals.

It is also important to note that as a method of study, it has well defined and well developed approach and tools of analysis. As Jean (1977) rightly points out that, we cannot expect to understand how one government works if we do not have a framework of comparison. We have to recognize that any analysis of government is the deepest reality implicitly or explicitly comparative.

Comparative politics provides for genuine comparative studies by studying two or more countries. We can also use the same method, in respect of regional studies, e.g comparing the political systems of Middle East, Europe and other sub-regions, not as individual countries but as regions.

Global comparison is also possible through the method of comparative politics. “With the improved statistical data collected by the World Bank, and other agencies, it is now possible to do comparisons on a global basis. (HHP: A-130HTM).

Davins (1993) contributed to the understanding of the importance of comparative politics, which could be summarized as follows:

1. It makes us look objectively at a particular system.
2. It helps and makes us arrive at a better understanding of political systems.
3. It alerts us on the similarities in institutions and processes which make our own system more understandable.
4. The experience of one country could be used to anticipate the effects of change in the political system of another country – e.g the voting system.
5. It allows us to know the experiences of some other nations different from ours in building an excellent political institution and processes.
6. It has also been pointed out and understood by various scholars that studying comparative politics helps a person to overcome ethnocentrism.

7. It also makes us understand the processes and causes of changes in different nations and the patterns of these changes.

Apart from Devins views above, we could also say that the study of comparative politics is interesting and stimulating, because it provides the scholar with the opportunity of learning a lot about other countries, regions of the world and this would help him to further understand his own country and its position among or compared with other countries. As Catchpole (1980) rightly points out:

“A man who is ignorant of the society in which he lives, who knows nothing of its place in the world and who has not thought about his place in it, is not a free man even though he has a vote. He is easy game for the hidden persuaders”.

Comparative Politics: A Theoretical Application

It would suffice here to briefly put forward a case study to further buttress our point on the relevance of comparative politics in determining the performance of political system in relation to Nigeria and the United States foreign policy. Comparative politics is considered as a necessity for a proper understanding of both international relations and foreign policy. It is believed that “without an intimate knowledge of the other countries with whom we conduct foreign relations we cannot have an informed, successful foreign policy (<http://LEC-130>)

Both Nigeria and the United States are modern states – a modern state as defined by Catchpole (1980) is one which can organize its political and economic resources

on a national scale, and set out to protect its national interest. However, when Nigeria is ready to make Africa the center piece of its foreign policy, America has no permanent friend, no permanent enemy but permanent interest, as the cardinal point of its foreign policy.

Nigeria is committed to the unity of Africa and therefore do commit its resources sometimes against its national interest.

... In many areas of policy (except on West Africa) we failed to define between our alternatives or even ascertain what they are. Thus non-alignment, that ideological polyandry of the emergent nation states, came to overwhelm our foreign policy thinking and deeds, actions which only blinded us from pursuing our real interest. (Shehu, 1986).

On the other hand, the United States behaves as an international leader and use its considerable strength to defend its national interest (Crainy, 1976). The US as a developed capitalist nation is more interested in a world order which is titled in its favour and therefore its foreign policy reflects that. But Nigeria being a third world nation is more interested in pursuing a foreign policy that would ensure a just world economic order.

Though Nigeria and US share similarities in defense of national interest by the degree of pursuing the interest but the trend of their foreign policy is not the same. US foreign policy is more aggressive than that of Nigeria and is more purposely geared towards attainment of national goals which is the most important

duty of any political system. Also when the US foreign policy changes with the dynamics in the international system, Nigeria's foreign policy almost remains the same, since independence – i.e pro-west. The Anglo-Nigeria defence pact in 1961, for example gave Britain 'unrestricted over flying and air staging facilities in the federation, though it was abrogated in 1962, it points to the direction of post independence Nigeria.

It is clear from the above that, Nigeria needs to redirect its foreign policy towards achieving its real interest not necessarily in line with the US foreign policy because their historical, political and economic strength is not the same but at least to consolidate its objective of promotion and protection of its national interest as dictated by the constitution, and to strengthen its position and relevance in the scheme of things in the African continent in particular and the world in general.

Critique of Comparative Politics

The opponents of comparative politics, especially those who still believe in the adequacy of comparative government in the study of politics, generally, pointed out that comparative politics does not establish itself as its proponents claim against the comparative government. That is, it is no more valid than the comparative government seeks to replace in the study of politics. They also claim that it is also limited to the study of political system as inadequate enough to serve as a tool of studying international system.

The borrowing of concepts from other social sciences has created problems and that comparative politics has not yet reached a state where predictions of the institutional trends in a political system or process become possible. Moreso, “the usefulness of mathematical analysis is necessary” According to Leieber (1973), to make comparative politics scientific, and the journey towards that is bleak. The approaches they also pointed out focuses only on *how* but does not specify *what* of the analysis.

Recommendations

In order to make comparative studies more useful and effective, the paper recommends as follows:

1. Serious efforts should be directed towards making mathematical analysis the basis of studying comparative politics.
2. Comparative politics should strive towards the study of political systems of individual nations as well as the study of international organizations to which they belong. For example, comparing the political systems of the member states of EU and AU as organizations.
3. Case studies on the performance of individual political leaders heads of state both within the same continent or sub-region.
4. Both opponents and proponents of comparative politics should join hands together and further advance the course of the study in the interest of greater understanding of political phenomenon across nation-states.

5. Comparative politics should not be seen as an effort to replace comparative government but an effort to make the study of political science more scientific.
6. Evolving new concepts which would free it from depending heavily on other social sciences is necessary if not mandatory.

Conclusion

In conclusion, from what has been discussed, despite its shortcoming, one could understand that comparative politics is a ready tool for the study and understanding of political systems across nation states. The purpose of comparison is to make explanation of differences easier because without such explanations and understanding to which they contribute, the conduct of responsible politics may be difficult if not impossible, and there lies the significance of comparative politics, as an effective tool for the study of the performance of political systems.

Its empirical approach base on comparative politics makes it an important subfield of political science. It simplifies and gives us the opportunity to focus on the study of countries' political systems which enables us to explain similarities and differences between these countries.

Comparative politics as an approach has moved political science as a discipline towards empiricism.

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**USE OF SATIRE IN POETRY TO FIGHT CORRUPTION:
OSUNDARE'S *VILLAGE VOICES* REVISITED**

BY

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Abstract

The post-independence West African sub-region is bedeviled with socio-economic corruption and general political incompetence, which render the region futureless. To change this lamentable situation, a new generation of poets embraces satire, without softening their bitterness, to expose and combat the socio-economic errors. Niyi Osundare as one of the prominent members of the new generation of West-African poets employs satire to ridicule the existing order on the one hand, and mobilize the impoverished and silent poor people to reject this era of mismanagement and exploitation for a better Nigeria. The main concern of this paper is "Voices in Anger and Indictment", a section in Osundare's *Village Voices* as an aspect of the use of literature to fight this type of vice.

Introduction

Human resources are the "highest" blessing any nation can boast of. This is because, even material resources are not only meant to serve humanity, but are also managed by humanity. Literature refers to imaginative fictional or non-fictional writing of artistic value. Literature

critically deals with man in his interaction with fellow man in relation to the environment. It therefore, is a weapon or tool used by writers for socio-political advocacy. Omonade (1992:2) is right when he defines literature as

“the feelings of a people expressed in words.” Literature is constituted by two basic elements, respectively. These two elements are common to the three basic genres of literature; viz: poetry, drama and prose. This paper discusses Satire in poetry. Therefore, a brief, look at the term poetry is relevant, poetry is the oldest and “–most popular literary genre, this is because, according to Mezu in Killam and Munro (ed) (1978:91), “poetry is... a part of human life and does not have to be written and in fact for a long time, African poetry was mainly oral and unwritten”. In an attempt to define poetry, Shaw, in Abdullahi (2004:7) asserts that it is a literary work in metrical form as patterned language; designed to produce pleasure through beautiful, elevated, imaginative or profound thought. Furthermore, the compact edition of the Oxford English Dictionary (1971:2220 defines poetry in relation to poetic form as:

Composition in verse as metrical language as in some equivalent patterned with choice of elevated words and figurative uses and option of syntactical order differing more or less from those of ordinary speech as prose writing.

On the function of poetry, Gordimer (1976:132) ascribes, in a simple language, political relevance to it in African context as she says: “It arouses people, shapes their minds. It brings people back to life”. Every writer operates based on the socio-political reality which shapes his life. In south Africa, the concern of literature is racism and apartheid. In East Africa, there has been the theme of betrayal of the genuine freedom fighters who liberated the sub-region from colonial strangulation. Here in West Africa, they have adopted satire, portraying or dealing with poor leadership, economic mismanagement and corruption of all kinds which came to replace colonial exploitation and oppression.

What is satire?

Satire is a literary device, which largely applies in prose, the way comedy is popularly known in drama. Its application in poetry shows that its role in prose is not restrictive. According to the dictionary definition, it is:

The ridicule of folly, stupidity or vice; the use of Irony, sarcasm or ridicule for exposing or denouncing the frailties and faults of mankind. Satire is a literary manner or technique that blends humour and wit with a critical attitude towards human activities and institutions. Satire is a general term one usually considered to involve both moral judgment and desire to help improve a custom, belief or tradition (Shaw 1972:332-333).

From the above quotation one understands that satire, as a device in literature, exposes the weakness in the conduct of individuals or groups in any society, lampooning the individuals or group for didactic reasons. Therefore, humour, exaggeration and sarcasm constitute its characteristics.

Ngugi contributes his own definition of satire to show that the moral standard broken by the individual or group in satire, which subject them to ridicule, are the norms and values set up by the poet or writer and he/she takes the whole society for criticism. Ngugi (in Pieterse et al 1969:56) explains that:

Satire takes for its province, a whole society and for its purpose criticism. The satirist sets himself certain standards and criticizes society when and where it departs from these norms. He invites us to assume his standards and share the moral indignation, which moves him to pour derision and ridicule on society's feelings. He corrects through painful sometimes malicious laughter.

Sarcasm is a vital aspect of satire. It refers to deliberately bitter and ironical statement intended to hurt the feeling of the subject. It is a combination of irony and humour. Sarcasm differs from irony, in the sense that, it is international while irony is not. (Shaw 1972:332) defines sarcasm as: “ A form of irony, bitter and harsh derision. Sarcasm consists of sneering or cutting remarks; it is always personal, always jeering and always intended to hurt”.

Justification for the Anti-Corruption Campaign

Political independence from Colonist West in Nigeria as in other African nations turns out to be a nightmare. The very African successors of the white colonialist simply replaced the whites or rather turned out to be worse than their colonial predecessors. Government institutions and policies paradoxically work towards further exploiting the common people whom the policies and institutions are intended to serve. It is for this reason that Ngugi in (Pieterse et al 1969:58), observes that “the peasants and workers are still the hewers and carriers of wood, but this time for what Aluko would call Black white man”. The ‘new’ generation poets like Tanure Ojaide and Niyi Osundare depart from the old generation like Soyinka and Okigbo who attach much importance to the modeling of their poetry on the works of Europeans like T.S. Eliot, Ezra Pound W.B, Yeats, to mention but a few. The new poets were the poets who lived through the socio-political milieu in Nigeria in particular and in Africa in general n 1970s and 1980s. They are so haunted by the grim socio-political reality they have witnessed to turn them revolutionary and militant. Sallah (1995:16) puts it more succinctly that, the new poets were:

...largely nurtured under the harsh economic and political environment of the 1970s, a period of galloping inflation, Lilliputian growth, structural adjustment, skill flight, mounting external debts, crumbling infrastructure, stubborn droughts, border conflict, religious/sectarian clashes impatient armies and self-seeking coup d'etats.

Under such bleak situation, not only the common man but the whole nation is threatened by extinction. The poets in the new generation have seen the need for them to become what Sallah (1995) continues to call... social gadflies. Poets with drums. They use poetry to serve in social advocacy without sacrificing artistic relevance. Therefore, in his effort to rid his environment of socio-political ills, Osundare employs poetry. His satire thus, articulates his generations "resolve to deliver both the oppressor and the oppressed from socio-political bondage" (Abdullahi, 2004:3).

Satire as a Means of Fighting Corruption

Osundare demonstrates a clear understanding of his immediate social environment. He expresses his serious dissatisfaction with the ever-widening class differences, administrative incompetence, socio-political corruption and economic mismanagement that are deeply rooted in the nation's body polity. The poet exposes, in a ridiculous manner those elites who thwart government effort for selfish gains and stresses his confidence in the ability of the common peasants to change the nation for good. In other words, Osundare attacks both individuals and institutions portraying the irony in establishing such institutions. As a revolutionary, he over blows the consciousness of the peasants showing that they are drunk with awareness and are very much ready to strike and liberate themselves from exploitation, oppression, deceit and neglect. *Village Voice* is an attempt by Osundare to depersonalize his poetry. He gives it a communal outlook by ascribing the

power of vision's spokesman to the peasant themselves. The 'Voices' tend to mobilize the peasant through arousing their consciousness and lashing the new men of power by exposing their weakness to ridicule. The parts in the collection are "Voices in Dialogue and Banter" (p3-29; "Voices about Coming and Going" (p30-43) then the closing section of the village voices, is "Voices of Anger and Indictment" (p.45-67), which is the main concern of this paper.

"The land of unease" (p.45) forms the basis of the poets attack on the status, quo. The land of unease is applied to any land in which social injustice and inequality in the sharing of National cake is the order of the day. Osundare does not even spare the very ideological distortion which establishes such a poem. "That land never knows peace" as a kind of proposal, then he continues to explain the socio-economic structure of such a land. "The Yam of this world" is metaphorically used to refer to the National wealth, which according to the poet is enough 'for the aged awaiting the days dusk and the young peeping/at tomorrow" He laments that the people who share the 'yam', share unequally as, they "forge unequal knives" as some slash the yam with 'machetes' instead of knives. The word 'forge' suggests artificiality. In other words, the sharing is, socially controlled. The method of sharing enables some people to over grow with excess while others die of hunger. Osundare rejects the economic inequality as corruption. He even alludes to the Maxim that, 'our fingers are not equal'; which suggest that fate is largely responsible for the unequal distribution of wealth among people.

The question posed by the poet in the last stanza, further strengthens the belief of Osundare that socio-economic inequality is socially determined; guided by greed and selfishness. He therefore rejects it as corruption:

We ask again
why have a few chosen to the thumbs
and the many others *omodindinrin*
clinging precariously
to the periphery of the palm (p46)

‘Thumbs’ and ‘*omodindinrin*’ metaphorically refers to the greedy elites’ and the poor common man respectively. “Clinging precariously’ is suggestive of the inconsequential existence of the common man in the society.

‘Unequal fingers’ (p60) re-echoes the Maxim Osundare applies in the ‘Land of Unease’. It is therefore, an elaboration on the class structure of the Nigerian society. By way of juxtaposition, the poet reiterates the injustice that characterizes the social structure in the second and third stanzas. In the second stanza the poet expresses the reality of the pathetic condition of the poor as they experience “famished months/and years of unnatural famine/when two grains didn’t jingle/in our bowls/ and yam was gold from distant farm”. The wealthy businessmen in the society go to the extent of coming between the peasant farmers and nature to ensure that money is the monopoly of few members of the society. Osundare explains that the reason for the artificial famine is the withholding of the farmers money for their cocoa. It is no wonder therefore, now poverty identifies with the peasant as their babies develop ‘wrinkles’, and the ‘young’ people age at thirty because

of suffering. These feature of poverty cause laughter which is a feature of satire.

Osundare becomes original in his idioms as he juxtaposes the condition of the poor with that of the senior service children. He brings ‘senior service’ because they are the policy makers. In the third stanza the poet laments.

Somehow not more than a hungry shout away chicken
legs dance at the bottom of simmering pots blazing the
torture some smell of festive kitchens (p60)

The poet adds that the children of the senior service men use the same food to ‘pamper corpulent cat’, while the poor die of hunger.

The village voices, at this juncture. Intervene to expose the senior service men. The inequality is seen as a clear case of deliberate misappropriation and diversion of public funds.

The funds for our community, centre built your palace
the funds for rugged road bought your car
the funds for our
water scheme irrigate your banks in Europe (p.61)

The poet finally stresses that people will fight these corrupt practices by insisting on knowing how the man of power manages to escape from the general poverty in the land.

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Soon
we shall know
how your farm stays lush
in our season of drought
we shall know
while showing you
the gate of the town (p61)

The revolutionary optimism of Osundare is undoubted in this poem as well. As the poet exposes the follies in the leadership of the country, he also warns the oppressors that the oppressed common man is capable of checking the excesses of the perpetrators of these corrupt practices.

In 'the stars did it' Osundare attacks corruption in the form of get-rich-quick syndrome. He does not spare the ideological explanation of the people to the inequality in the society. The 'star' is synonymous with 'fate', thus, 'destiny' or 'luck'. The inequality, they believe, has to do with divine will. The poet goes on to highlight deprivation that characterizes the life of the peasant and juxtaposes it with the life of excesses in the GRAs where 'children quarrel/ over choice of car'. At the same time he laments:

We wakeup wondering where the bread to dry the tears
of weeping children
where, just where, the clothes
for the harmattan skin
of the old

The refrain, 'and they say the stars did it', is meant to represent the false consciousness in the common man. The poet vehemently rejects this belief as bourgeois hypocrisy and turns a rebel. He challenges that if at all the explanation about the stars is true, then the stars are blind in the way they

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influence people's life Osundare, therefore, suggests a rebellion of the people to control their own fate.

We shall rip down the stars today and give them a second eye
we will then hold them in
our own hands
and make them shine our will (p.64)

The society such as represented above is a socio-economically stratified one. The elites both in business and in the civil service fail woefully. They rebel in self-aggrandizement. Therefore, the poet in the subsequent poem examines the nature and functions of government policies and organization to see whether they can improve the living standard of the people.

Satire on Governmental Institutions

“The New Farmer’s Banks” as the name implies is meant to improve the lot of the peasant farmers. Corruption and deliberate bourgeois policy stop the common man from gaining access to the benefits from the bank. The poet relies heavily on sarcasm to show the deliberate distortion of values in the working of the institution. The poem opens with the actual intention of the bank in the first stanza.

The government just opened
a farmer’s bank
at last a way to grow yams
with currency notes (p.49)

The poet humorously uses a personification to suggest that there is contradiction between the intentions of government and the characteristics of the bank in the second stanza:

A bank whose safe
is up in the sky
a bank robed in coat and collar
like the cricket in October (p.49)

The poet employs sarcasm to heighten his satiric intention in this poem. Now consider the third stanza; he deliberately chooses his words. He says:

Here money is yours
just for the asking.
(and if too lazy to ask
the government can ask for you)
just pawn five houses..
surrender you. utancestral land
thumbprint your livelihood away
and carry home your
bags of government kindness (p.50)

The poet goes on to lament that bribery and corruption distorts the use of the bank. While he admits that his ancestral land is not fertile enough to be accepted by the bank, he is also too poor to offer bribe. He has no ‘cars to pledge’; no turkey for the managers wife/or one tenth of the debt to warm the manager’s heart. These are the preconditions, official and non-official. The whole idea of collateral security as a precondition for borrowing money from the bank is now ridiculous. Osundare calls it ‘Kolatera’, suggestive of bribe.

Another government institution that suffers from Osundare’s satire is “Cocoa House Ibadan” in ‘A farmer on seeing Cocoa House Ibadan’ his poem heavily relies on irony and sarcasm to counter-pose the image of labourer with that of the actual beneficiaries of the institution. In the opening

stanza, in just two lines, we notice a sudden awareness in “the farmer on seeing the coca house”.

And so this neck-twisting tower
is cocoa house, our house (p.51)

Osundare goes on in the second stanza to counter-pose the two images of the intended beneficiaries, the farmers and the actual beneficiaries- the officials working in the cocoa house starting from the building itself which from its very sophisticated structure does not suit the activities of the farmers who work with calloused hands, barefooted and bare backed in the sun that ‘stings’ painfully. Now “high-heeled shoes” are counter-posed with “bare soles”; “driveling” with “machetes”; “telephone cable” with “cobra” to heighten the sense of insecurity and risk that accompany the farmer as he tills his land to produce cocoa. This is juxtaposed with the comfort and ease with which the officials ‘reap’ the produce.

In the fourth stanza; the poet deploys sarcasm to ridicule the activities of such a House/Institution:

Grown in the country
reaped in the city
cocoa, tree of money,
for those who plant trees
in confidential files (p.52)

As the poem progresses, the anger of the poet increases. He speaks bitterly, employing a rhetorical question in the fifth stanza. It should also be noted that the poet is always the narrator/observer in his poems. He uses the first person plural to show that he identifies with common man; the oppressed class, thus:

If we cannot get back
our stolen wealth
must the shallow trick
of a name convince us
that it is still ours? (p.52)

He proceeds to warn in the last stanza about the degree of awareness of the peasant farmers. Osundare instructs that the men of power should be told loudly that the house rejects the ‘owner’

We are welcome anytime
provided we wear velvet gloves
on our calloused hands (p.52)

Following an exploration of the society as the land of unease where nothing works and the exposure the people on whom fortune shines and why, the poet deliberately takes side with the oppressed, sapped and neglected peasant farmer. Right from the other poems already discussed, the poet identifies with the peasant farmers in kind of ‘we’ versus ‘they’ style. He now comes out clearly to state his stand in ‘A Grass in the Meadow’ in the first stanza; the poet begins with rejecting the upper class who are the dominant class in the society:

I do no want
to be an iroko
paling the forest
with imperial droplets
of the common dew
monopolizing the sun. (p.62)

Now compare the grass in the Meadow with an Iroko associated with “the imperial droplets/of the common dew” and monopoly of the very source

of energy. This is suggestive of the sources of livelihood as they are interrupted by Iroko- the men of influence in the society. In addition to the metaphor in the first stanza, Osundare deploys another comparison using the image of the natural landscape, the mountain, representing the ‘big’ men. The inaccessibility to the means of livelihood still remains associated with the common man.

The third stanza is clearer as it shows the poet abhorrence for ‘bigmanism’ and hero-worshiping:

Not for me the centurion
who hundred worship..
and a hundred thousand obey
whose word is sword..
to which uncountable neck surrender
godlet of unmanning dread (p.62)

He chooses to remain a grass in the meadow/matching heads with others/to repel oppressive storms not an army officer commanding a hundred soldiers as the word ‘centurion’ applied to the ancient Rome. The commitment of Osundare to the course of the common man is measured in the last stanza. The grass in the meadow is only a reference to the proverbial, ‘when the elephants fight the grass suffers’. He prefers to be a tool for social change among equal a very strong defender of the course of social justice.

Let me be
an active grip
in a hand of equal fingers (p.62).

Considering the self-centered nature of the Africa leaders, Osundare does not hesitate to launch his satire on the National Army and the politics

of war. He strongly feels that Nigeria is not worth dying for in the course of war as he views the 'Dying Another's Death'. Osundare considers war as diversionary tactics from the filthy social reality noticed everywhere in the society. The tyrants use patriotism to blindfold their followers as represented by "the flag furling into a blindfold". He further challenges the leaders to explain their neglect of the needs of the common man. He calls the leaders 'emergency' patriots who invite people to instant death and challenges them to explain where they are when the children of the common man are suffering from worms and their tin-roof is full of holes. He further laments that in spite of:

That million million billion
which sweetened the budget song
that roads are still dust
and polluted water distributed dysentery
in every home

The wars fought are in most cases for the benefits of the big men. The poet challenges them to call back their children schooling abroad in Eton, Oxford and Harvard and-let them join in the wars. A very striking metaphor-from goldsmith is deployed in stanza seven to show the utter disregard for the suffering of the people involved in the war politics. Man is turned to a mere raw material used in forging 'coin' as people die in great numbers in cross-fire.

Crushed in fiery columns
we have forged gold
for those who coin profit
from fallen skulls (p.56)

If these people of power are really serious, the children of the common man should fight shoulder to –shoulder with the children of president, governors, senators, bankers and bishops.

And others who cut up the country
like an unending cake

Satire on Politicians and Intellectuals

This satire is also directed at the people at the helm of affairs; the politicians and the political elites. These people are addressed in ‘A Villagers Protest’, The Politicians Two Month and Listen Book Wizard’.

In ‘Village’ Protest’ the politicians are indicted for hypocrisy. The poet refers to their humility and high frequency of visitation to the people in the rural areas when they are seeking for votes with bags of promises only to turn the mandate to their selfish advantage after being elected. The first stanza compares the frequency at which the politicians visit the villagers within the twinkling of the eye:

They come more times
than the eye bats its lid
when they need your votes

When they need the people’s votes, the people are not only equals, but they are the masters who deserve to be served with humility, bribing them with countless prostrations as frequently as the agama does. They promise to address the yearning and aspirations of the people, ‘And make poverty/A thing of the past (p.47).

After the mandate, the attendant luxurious life style, ‘they go for the best there is/in the world of softness’: cars, women, fat salary and

constituency allowances. The politician has become honourable, he cannot greet, he has developed a protruding belly, he cannot bend down. In fact:

Our man becomes a locust seen but once
in several seasons his Mercedes thunders through the streets
our dust-laden mats announce. the departure the man of power
(p.48)

Osundare does not leave the politician in that 'deep unwisdom' he warns them that they will still return to the people at the end of their term. The poet likens power to the bird of the forest which keeps on changing trees to pitch its nest. The indigenous metaphor should be noted. Another metaphor is in the stanza:

Another rain will fall
(its clouds already gathering)
and the distant wayfarer
will come seeking shelter,
in huts long neglected (p.48)

It is with the same sense of betrayal that the poet treats 'the politician's Two months'. The 'two months' suggests hypocrisy, double standard and both ways the politician is dangerous. In the first stanza the politician is compared with a 'sword', in the second stanza, with a 'hungry dog' and in the third 'a lying wolf'. These images are destructive. Therefore, by nature, the politician 'is destructive; he exaggerates issues, he is greedy and he tells lies. The poet dramatizes a bit in this poem as if he addresses his audience directly. Note the following humorous encounter:

Is it not the politician?
who sees a snake
and hails an earthworm,?

When the man of power
tells you his tale
ask him to wait till
you bring a sieve

A politician tells you to wait
and you heed his words'
Ah! friend
your soul will tell you
the biting pains of folly (p.57)

The satire in “Listen, You Book Wizard”, is directed on the intellectuals for their failure to provide the right guidance to the people. They are generally accused of being accomplices in the struggle to destroy the country.

The first stanza opens with the usual warning using the recurrent image of the dangerous inevitable encounter between the cat and the mouse. The cat being the people, the common man is suggestive of the fact that real political power lies with the people; almost the whole corruption in the nation is blamed on the legislative houses. The activities of these houses with the ink and the pen are described with all sorts of repulsive images to show the poets bitterness and hatred for corruption.

Listen you book wizards
your pens are spears
in the eye of this land
your ink the stench
coursing through gutters
and government offices
carrying debris of rot
from the stagnant pond
of legislative houses (p.58)

The legislative houses are indicted for maintaining retrogressive and outdated laws. Therefore, they are responsible for the suffering of the

common man. In the first two stanzas, the poet refers to the role of the colonial laws in maintaining the status quo which is responsible for the lack of progress in the society and the suffering of the people who are innocent.’ The laws were made to serve the interest of the colonialist, now they serve the interest of their successors, the elites.

They turn the world upside down
for you to lick the spill (p.58)

Now, very few enjoy the laws and the multitudes suffer. They are now “hunching backs once straight/like the rubber trees”.

In the forth stanza the poet proceeds to expose the various classes of the elites and the way they contribute towards national predicament; a contractor, policeman and the businessman; from each according to his own profession:

We know who harvested contract for steel
but built wooden bridges collapsing
under the first feet.
the policeman who murdered an only child
to win country’s honours
the naira king hoarded rice
so we can owe our lives to him (p.58)

Worth noting is the position of the poet in the experience. He is always an observer from among the oppressed and bitterly disapproving of the malpractices. Note the use of ‘We’ at the beginning of the stanza and compare with the use of ‘your’ in line five in the phrase, ‘your country’s hours’? There is a strong desire by the poet to disassociate himself from their corrupt practices. This re-echoes the poet’s claim to be ‘a grass in the meadow’.

From the fourth stanza the poet reiterates the awareness of the peasants of the corruption, oppression and exploitation in the country. Note the repetition of the expression, 'we know' in the fourth, fifth and sixth stanzas. Without any attempt to mystify issues, Osundare admits that the peasants, though a potential force, are now dormant. He always stresses that their slowness should not be taken for granted-not in the least a sign of fear or death, they are awaiting time for action. The poem closes with that reassurance:

Let no one mistake our sleep
for a stupor of the death
the slowness of the cat
is skill
not a lack
of will

Conclusion

The above discourse demonstrates the skill of Osundare as a satirist, revolutionary and a new generation poet. In trying to challenge the existing order in the society, he seeks to reject the traces of what he feels is the scholarship arising from the Africa/Europe relationship by simplifying the language down to earth. Thus, he tries to domesticate the English Language by introducing a peculiar style of poetry reinforced by African myth and legend, generally speaking. The satire successfully employs literary devices such as sarcasm, humour, irony and dramatic monologue. The poet identifies with the peasants and remains an observer and a commentator boosting the peasants' revolutionary morale whose awareness he has exaggerated.

Osundare observes that corruption is highly established and the system and powers that be, do nothing to check it. He therefore suggests the

ultimate campaign against corruption by arousing the consciousness of the oppressed and warning the oppressors of the potentialities of the common people to take their destiny into their hands. This is the highest form of the anticorruption campaign. If this campaign succeeds, then resources would be better managed. Corruption is therefore, archenemy of management. The above discourse is a clear example of the role of literature in the effective management of human resources as it exposes the ills of the society through satire; sarcasm, humour and irony. Along with this critical exposition is the hope for correction either from within or from without.

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IMBALANCE IN COMMUNICATION FLOW AMONG NATIONS

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Abstract

This paper examines the nature of international communication and information flow between nations. It reveals the imbalance in the communication flow especially between the rich industrialized west and the less technologically advanced south. It portrays all patterns of domination by the west leading to the continued subjugation of the south in all the spheres of international relations: communication and information technology; education; culture; politics; economy; commerce; science and technology; etc.

Introduction

Communication is the single basic means through which individuals, groups, communities and nations interact meaningfully with one another. The development of media of mass communication and other communication infrastructure, as well as the internet, make communication between and amongst peoples and nations, not only possible, but easier, faster, instantaneous and simultaneous. However, communication, especially between nations, is far from being equal, balanced and reciprocal. It is characterized by imbalance, distortions, bias and falsehood both in quantity

and quality. Developed countries with access to advanced communication technology are the major suppliers of the distorted and biased media products to the developing countries. Communication has become an exchange between unequal partners: developed and developing; first world and third world; centre and periphery.

Nature of International Communication

The term international communication is sometimes used interchangeably with 'global communication', 'global information' and 'international information'. While some scholars use it to refer to the activities of international media organizations, ranging from selection, processing, production and distribution of media contents across national boundaries. McPhail (2002) describes international communication as the 'cultural, economic, political, social and technical analysis of communication patterns and effects across and between nation – states', adding that it 'focuses more on global than local or national aspects of media and communication systems and technologies'(McPhail,2002:79)

The channels through which international communication is facilitated include films, television programmes, records, books, periodicals, news newspapers, etc (Boyd – Barrett, 1977). The disturbing fact however, is that most of these products originated from the Western worlds, particularly

America and Britain. Most disturbing still is the absence of reciprocal media content in the domestic market of the West that originated from developing countries. This international communication flow therefore is more of a one – way traffic. Stressing this unidirectional nature of international media flow, Boyd – Barrett (1977) writes:

While there is a heavy flow of exported media products from the US to, say, Asian countries, there is only a very slight trickle of Asian media products to the US, Even where there may appear to be substantial return flow ... Those who handle or manage this return flow are primarily the agents of major Western media systems, whose criteria of choice are determined above all by their domestic market needs.

(Boyd-Barret, 1977:118)

Another feature he highlights is the negligible number of these 'source' countries that account for the large part of the international media content. These countries are America, Britain, France, West Germany, and Russia and followed far behind by Italy and Japan, (Boyd – Barrett, 1977). There is supply of substantial news from these countries about themselves to the developing world and little, if any, about the latter to the former. The little news about the third world, in most instances, are about strikes, disaster, crises, demonstrations, religious and/or ethnic clashes, coups, disease, poverty and other negative issues. Most of these issues were created or amplified far beyond their true nature thereby portraying such countries as

backward, unstable, crisis – ridden or pariah (Mohammed, 1981). This fact is further buttressed by Boyd – Barrett (1977:116) where he notes:

...almost nightly there is reference to North America in broadcast news programmes, for example, while one account of political developments in Bangladesh or the Philippines in the space of a month would pass as generous coverage, despite their especially volatile and internationally significant character .

The portrayal of the third world countries as backward, sub – human and irrational have continued to dent the image of the third world countries, especially to the unsuspecting audience of the international media who are constantly bombarded with such news. The report of the McBride commission noted with concern the 'use of pejorative adjectives and stereotypes' in reporting and portraying third world by the west noting that 'distortion of news ... occurs when inaccuracies or untruths replace authentic facts; or when slanted interpretations are woven into the news report ... through the use of pejorative adjective and stereotypes ... When events of no real importance are given prominence ... when facts are presented in such a way as to cause misinterpretation by implication ... When facts are presented in such a way that stirs unfounded or exaggerated doubts and fears with the aim of conditioning subsequent actions ... And when silence is

maintained on facts or events presumed be of no interest to the public. (UNESCO. 1980).

This has become a feature of international communication dominated by the developed West to the detriment of third world nations. Indeed, this deliberate attitude amounts to misinformation that can mislead in the guise of 'free flow of information' and freedom of the press. Lamenting this scenario, former Finland President, Urho Kekkonen, in a speech he delivered in 1973 says:

...at an international level are to be found the ideas of free communication and their actual distorted execution for the rich on the one hand and the poor on the other. Globally, the flow of information between states – not least the material pumped out by television – is to a great extent a one – way imbalanced traffic, and in no way possesses the depth and range which the principles of freedom require. (Journal of Communication, 29 1 – 4 1979)

Indeed, these imbalances clearly violate the rights of individuals, groups and nations to free, balanced and true information that concerns them and humanity in general as enshrined in various regional and international charters, documents and declarations. Some of these include the Declaration of Fundamental Principles Concerning the contributions of the mass media to the Strengthening Peace and International Understanding, to the Promotion of Human Rights and to Countering Racism, Apartheid and

Incitement to War in 1978; Universal Declaration of Human Rights (1948); International Covenant on Civil and Political Rights (1966).

Others are Convention on the Rights of the child (1989); Universal Declaration on Cultural Diversity (1995); Declaration of the Principles of International Cultural Cooperation (1966) and International Covenant on Economics, Social and Cultural Rights (1966) (World Forum on Communication Rights, (2003) etc.

On the face of all these international instruments drafted and ratified by most nations to facilitate international 'free' and 'balanced' flow of information, one must be tempted, as many concerned people and nations were, to ask the questions: why has the Western world continued to defy and violate these provisions?

Writing in response to the above question, Uche (1996:106) notes that” the went continued dominance and supremacy militarily, politically and economically required a concomitant investment in communication and information industry so that their ideas and views

The receiving countries of these media products by virtue of their lack of advanced communication technology, will continue to rely on the west as sources of, at least, international news. This partly explains the continued dominance of the five international news agencies – Reuters, Associated Press (AP), Agence France Presse (AFP), United Press International (UPI) and ITAR – TASS – for international news for their domestic media.

This dominance is also reflecting in the international radio broadcasting from individual developed countries to the global audience in many languages of the world. The voice of America (VOA) broadcast news, editorials and features in more than 40 languages to an estimated audience of about 120 million across the globe daily. The British Broadcasting Corporation (BBC) broadcasts news, music, drama, comedy, sports and light feature in 37 languages to about 120 million audience worldwide, while Deutsche Welle (DW) or "German Wave" broadcasts programmes in 26 languages to audience that are mostly located in Africa and Asia. Radio

Moscow International and Radio China International broadcast in 35 and 26 different languages respectively across the globe. (Dominick 1996).

The development of satellite TV in the 80's through 90s witnessed another dominance in international communication by the West through such stations like the CNN, BBC worldwide, VOA, ESPN, MTV and host of others, broadcasting news, editorials, entertainment etc. those developing countries that were able to launch satellite TV are however unable to compete favourably with those of the West. Films, musicals records and international newspapers and magazines, also produced in different languages are other influential sources through which the developed West and America dominate international information flow (Dominick, 1996).

The globalization of media products and its pattern of ownership and control by few countries have since become a source of concern and an issue of debate at many fora , vis-à-vis their political, economic and cultural effects on the receiving countries and the audience. While proponents of international media products argue that the export of media product from the developed counties promotes democracy and economic development or modernization, Boyd-Barrett, (1977), the opponents vehemently argue that it

is detrimental to their political, economic and cultural independence as people and nations.

The absence of reciprocation of media influence by the affected countries combines both the element of cultural invasion by another power and element of imbalance of power resources between the countries concerned. These two elements of imbalance of power resources justify the use of term 'imperialism'

(Boyd – Barrett, 1977:119)

The trend therefore results to what might be called 'media colonization', whereby one country or particular group of countries dominates the media content of another country. Media imperialism, however, as the common term used to describe the scenario, is defined by Boyd-Barrett(1977:117) as 'the process whereby the ownership, structure, distribution or content of the media in any one country are singly or together subject to substantial external pressures from the media interest of any other country or countries without proportionate reciprocation of influence by the country so affected'

Commenting on this dominance-dependence relationship and its implication to the political sovereignty of independent states, the MacBride Report remarks '--- it has become increasingly clear that the effects of intellect and cultural dependence are as serious as those of political subjection or economic dependence. There can be no genuine, effective independence

without the communication resources needed to safeguard it (for) a nation whose mass media are under foreign domination cannot claim to be a nation' (UNESCO, 1980).

The New World Information and Communication Order (NWICO)

New world information and communication order was a protest and position statement presented mostly by developing countries in alliance with the Soviet Union and other Communist nations of Eastern Europe through the Non – Aligned Movement and the United Nations. These countries protested and sought to restructure or end the existing pattern of international communication which the developed world dominates to the detriment of the developing world that were over-dependent on the developed world for the reception and transmission of information, even about themselves, (Boyd-Barrett, 2003). They argue that the imbalanced international communication has implications for national sovereignty, and as such has to be regulated for reasons of national security.

Two trends, according to Nordenstreng (1996), were responsible for the emergence of NWICO debate. First was the political trend of decolonization spearheaded by the Non-Aligned Movement with the support of the socialist bloc, who was seen as a natural ally of the third world. The second was the

intellectual trend in media studies that saw the emergence of critical scholarship that challenge hegemonic political and cultural patterns, including the modernization theories of development as shown by the critical approach of a UNESCO meeting of experts on the mass media and society held in Montreal. The cornerstones of NWICO are the four Ds: decolonization, development, democratization and de-monopolization' (Nordenstreng, 1995 in Boyd - Barrett, 2003).

Several meetings, conventions of the Non Alliance Movement (NAM), UNESCO and UN General Assembly were traced and linked to the formal emergence of NWICO and the submission of McBride Report: UN declaration on the New International Economic Order (1974); Non – Aligned Symposium on Information (1976); NAM summits in Algiers (1973), Colombo (1976) and the establishment by UNESCO D.G of an International Commission for the Study of Communication Problems under the Presidency of Mr. Sean McBride, after whom the commission and its report are named. The commission submitted its report titled 'Many Voices, One World' to the 20th session of UNESCO General Assembly in 1978, (Nordenstreng, 1996).

Basic principle of the McBride Report, which was passed by the UNESCO General Conference in Belgrade (1980) and to which NWICO is based were:-

- ❖ elimination of imbalance and inequalities;
- ❖ elimination of the negative effects of certain monopolies and excessive concentrations;
- ❖ removal of internal and external obstacles to a free flow and wider and better balanced dissemination of information and ideas;
- ❖ plurality of sources and channels of information;
- ❖ freedom of the press and information;
- ❖ freedom and responsibility of and all professionals in the communication media;
- ❖ respect for people's cultural identity and the right of each nation to inform the world about its interest, its aspiration and its social and cultural values;
- ❖ respect for the right of all people to participate in international exchanges of information on the basis of equality, justice and mutual benefit; and

Respect for the right of the public, of ethnic and social groups, and of individuals, to have access to information source and to participate actively in the communication process.(UNESCO, in Boyd-Barrett, 2003).

Essentially, these principles were further condensed to only four:-

- Removal of internal and external obstacles against free flow of information;
- Wider and better balanced dissemination of information and ideas;
- Plurality of sources and channels of information; and
- Freedom of the press.

The reactions of the west to these principles were expected by many observers. They held fast to the 'free flow of information' and the 'principle of freedom' from state interference with its presumption that state influences on media are benign. The West saw a relationship between international conflict and state manipulation of information flows. State control, they argue, is dangerous to international peace and human rights. According to Dominic (1996) Western tradition of freedom of the press sees any type of control as a threat to journalistic freedom and the free flow of information. Therefore Journalists should not be licensed and countries should not

attempt to draw up official codes of conduct for reporters. There should be no censorship and access to news events should be unrestricted. (Dominick, 1996).

Even though Nwico has not been able to achieve its goals of 'free and balanced' flow of information around the globe, as Stevenson (1996) observes there has been improvements in the manner of coverage of events in Third World by the West in the form of increased training and development aid, renewed interest in communication development, support for independent journalism, etc, (Stevenson, 1996). It had also informed the establishment of Non – Aligned News Agency Pool (NANAP), other regional news agencies like Pan – African News Agency (PANA) and national news agencies like News Agency of Nigeria (NAN).

The relevance of, and the discussion generated by the numerous issues involved in international information flow are interwoven with academic and intellectual scrutiny through research efforts that adopt different methodological approaches to determine the extent or degree of the various claims and counter – claims. Both quantitative and qualitative studies were conducted to investigate pattern of international media ownership and

control, production and distribution of contents, the audience concept and impact or effect of the content on the audience. Following these research, huge literature has accumulated on the role and power of international media offering dispersed picture of the issue due to the varied nature of the research approaches and schools of thoughts that dominate the field of mass media research (McChesney, 2001; Biltreyst, 1996)

The Internet and International Communication

A debate has however been going on the status of the Internet as to whether it is a medium of mass communication or not; but considering its mass audience and the mediating technology, the Internet should be considered as a medium of mass communication (Morris, et.al, 1996). It provides the means through which individuals, groups and nations can express their views and aspirations to the world instantly and as long as the message remains on – line. Millions of people worldwide have access to the Internet. This also makes it possible for the different sources to post different messages for different purposes on it. It therefore reduces the problem of imbalance; distortion and bias in international communication as the audience have choice to different sources. Scientific; technical and other research data and information that were hitherto difficult or impossible to come by, are now

readily available on the Internet just by few clicks. This does not however mean that all is fine with the Internet as it has its own limitations that make the debate on imbalanced flow as ever. There is the question of inaccessibility to many people, especially in the developing world, due to lack of technological infrastructure, illiteracy, shortage of computers and its knowledge. Thus, the developed world still has an advantage on the utilization of the Internet as a medium of international information flow over the developing countries. (McChesney, 1996; Morris, et al ,1996).

Conclusion

As a tool of achieving national goals of development, security and fostering of international relations based on understanding and mutual respect for each other's view points, international communication flow should not to be taken for granted. Nations, especially developing countries like ours need to take firm measures against the influx of media contents that might be detrimental to national sovereignty, economic and cultural independence.

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