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## DEVELOPMENT ADMINISTRATION AND THE STRATEGIES OF DEVELOPMENT POLICIES IN NIGERIA

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### ABSTRACT

*The paper examines the contributions of development administration as a strategy for development policies in Nigeria. The article gave solid explanation of the concept and operations of development administration. The paper ventures into past development strategies put in place by past administration in Nigeria and the reasons for their woeful failures which deepened poverty and underdevelopment. This paper proffered solutions to issues of development which includes; sincerity on the part of government towards policy formulation, confront corruption holistically and the legitimization of strategies for developmental policies. The modernization theory was used to explain the article.*

**Keywords:** *Development, Administration, Development Strategies, Policies, Public Administration*

### INTRODUCTION

Development administration as an academic discipline emerged in the West at the commencement of the 1960s in an era where state-motivated development was to be enhanced in order to play crucial role in development strategies (Sapru, 2013). The strength of Development Administration has the history that it can be traced to Dahl's article in 1947 where Public Administration was criticized for its inability to provide a comparative framework. It is known fact that the word Development Administration was first used by an Indian civil servant, U. L. Goswami in his article "The Structure of Development Administration in India" in 1955 in the context of Community Development Programme. Though, the concept of Development Administration was later popularized by the likes of Fred Riggs, Edward Weidner, Joseph Palombara, Albert Waterson etc.

Development Administration have these trends; the first trend was the scientific management movement whose intention was to discover the best way in enhancing

efficiency and productivity in organization and the second aspects was the national planning and government interventionism which came up on board as a consequences of the great depression of the late 1920s and early 1930. The world war 2, post war reconstruction and other development after the war (Fred, 1979). From the postulation of Fred Riggs and other scholars who are behind Development Administration have clearly shown that the concept was generated to bring massive development to developing countries and the people. Development Administration is crucial in capacity building in terms of Human Capital Development and Physical Development relating to infrastructural development. Development Administration is key to the economic and political development of any country, thus, the need for Development Administration which is a sub-field in Public Administration. In Europe Development Administration was embraced when Marshall Plan was introduced in order to rebuild Western Europe after the devastating destruction caused by the Second World War.

### **What is Development Administration?**

This is to give readers of this article proper understanding of the meaning of Development Administration in order to navigate with the author in the course of reading. There are various views on the concept and its operations. According to Adamu (2001), Development Administration can be seen as the system of administration adopted by the underdeveloped or developing countries who have added the responsibility of transforming their national, poor and backward societies so as to become part of modern world economic order. This definition is centered on the transformation of underdeveloped countries and put them on the part of developed countries. For Collins (1993) as cited in Ujo (2008), Development Administration is concerned with the achievement of change under conditions where change is difficult. Put more concretely; its focus is on a range of instrumentalities employed to achieve the ends of national social and economic development, the public corporations, marketing boards, projects and administrative reforms at all levels. This definition of Collins is quite encompassing. Fred (1971) defines the concept of Development Administration as an organized effort to carry out programs or projects thought by those involved to serve developmental objectives notably socio-economic development. This definition is on the basis of the transformation of primitive society to a more developed one by putting appropriate machineries in place.

The article is limited to Development Administration and Strategies of Development Policies in Nigeria. Now that Development Administration is clearly explained as a concept that maintains the platform for development, it is the process that leads to development. Thus for development to take place and be implemented there is the need for strategy and that strategy can be conducted within the framework of Administrative Development. After proper development strategies, the implementation of the plans will be carried out by personnel who are professionals and competent in area of attention. This will clearly lead to the fulfillment of development plans. There is a common saying that "If you fail to plan, you plan to fail". This is the essence and need for Administrative Development is either government or private personnel who have the expertise to implement a course of action. The course of action here is the development. Strategy is the appropriate measure put in place to address a particular challenge in order to address developmental issues. This definition is operationalized to suit the topic of the article since the definition of strategy is broad.

Nigeria has been in existence since 1914 when the amalgamation of southern and northern protectorates took place. The amalgamation has both strength and weaknesses. The strength of the amalgamation of the Northern and Southern Protectorates are the resources, population and the land mass, while the weaknesses are tribal war, religious intolerance and ethnic mistrust. Though since 1914 to 1960 where the country attained her independence there have been developmental strategies till the present day successive administration whether military or civilian have put up developmental strategies to place the country on the part of development. Strategies for Development Plans started in pre-independence era. The Nigerian Pre-independence economy was essentially a dependent colonial economy, a surrogate of the British economy (Yesufu, 1996). There is no country in the world that can survive without putting appropriate platforms for development, development strategies in Nigeria in the past was to transform Nigeria and put the country on the path of massive development. There was ten years plan 1945-1955, 1955-1960. After independence the plans development continues 1962-1968, 1975-1980, 1981-1988, 1990-1992, 1991-1993, 1997-1999. Although some of the plans were rolling plans and quite impressive and if proper allocation of resources were put in place Nigeria would have been developed and compete with the likes of Singapore, Japan, Taiwan, India and Malaysia. These are countries that were once rated alongside Nigeria to become developed in the next decades. Unfortunately, Nigeria is still crawling in terms of development.

To show that Nigeria is still crawling for development, wealthy people in Nigeria travelled to Europe and other developed countries for medical tourism, tertiary institutions are poorly equipped which has prompted frequent industrial action by lecturers, thus the essence for foreign education. People in rural areas still drink unhygienic water, the state of roads are in deplorable condition causing multiple accidents on daily basis, the poor cannot access medical facilities, institutions are weak to fight corruption, rule of law is being trampled upon with impunity and poor governance. The government of Nigeria. On 1st of October, 2020, Nigeria celebrated her 60th independence with majority of Nigerians having mixed feelings over the achievements of the country for the past years after independence. Development Administration and the strategy of development cannot thrive in an atmosphere where electricity is not constant; roads are bad and the environment unconducive for businesses to progress. It is on records that Nigeria is one of the dangerous place to live on earth considering the highest level of insecurity and designated world capital of poverty. This clearly boils down to why developmental effort failed woefully when foreign aids were sent to most of the African countries to see how contributions can be made for the administrative development.

## **LITERATURE REVIEW AND THEORETICAL FRAMEWORK**

### **Review of some Literature on Development Policies in Nigeria**

#### ***Structural Adjustment Program (SAP)***

The Structural Adjustment Program (SAP) was a development strategy introduced in Nigeria under the leadership of the Former Head of State, Ibrahim Babangida in 1986. Apart from Nigeria that was a front liner in SAP, other developing countries in Africa also embarked in development trajectory. According to Edame (2005), a number of developing countries within and outside Africa adopted Structural Adjustment Program in the 80s in their effort at seeking permanent and serious solutions to the problems of structural imbalances. These structural imbalances in developing countries were traced to past inappropriate domestic policies which among other things ensured the consistent balance

of payment deficit, rising external debts burden, currency over-valuation, rising prices and declining production.

Though till date many development and economic scholars in Nigeria and Africa see SAP to be responsible for the economic woes of the developing countries. For Adah and Peter (2010), the Structural Adjustment Program (SAP) was a neo-liberal economic reform created by the Britain wood Institution; World Bank and the International Monetary Fund (IMF) which negatively led to the collapse of African economies including that of Nigeria. In the era of SAP in Nigeria, there was massive protest from University Students and Nigerian Labour Congress (NLC) against SAP that killed and buried the economy.

The Objectives of SAP were:

1. To restructure and diversify the productive base of the economy.
2. Curtail dependence on oil.
3. Achieve fiscal and balance payment viability
4. Improve efficiency through private-led development (Philips, 1987).

Strategies for the Realization of SAP by Nigerian Government were:

1. Adoption of realistic exchange rate policy
2. Devaluation of the naira
3. Rationalization of tariff regime and diversification
4. Trade and payment liberalization
5. Commercialization and privatization of public sector enterprises among others.

The Nigerian government pursued for the implementation of the program despite protest from Nigerians, the government used institutions like the security agencies to suppress series of protest. After the implementation of program through the laid down strategies, Nigeria's economy plunged into an economic doldrums that it has not recovered till date. Rather what we see the government doing is "preserving the economy from decaying like a corpse in the mortuary". The Structural Adjustment Program was a strategy of development policies in Nigeria. The aim of the program was to expand the economy and create favorable balance of payment, but the reverse became the case.

### **National Poverty Eradication Program (NAPEP)**

This was 2001 program initiated by the Nigerian government to address poverty in Nigeria and related issues. It was designed to replace the Poverty Alleviation Program. The poverty alleviation program just like other valuable programs with concrete objectives to address socio problems failed to address poverty which it was designed for. Thus the introduction of the National Poverty Eradication Program (NAPEP). Poverty in Nigeria remains significant despite high economic growth (Mike, 2008). Nigeria was one of the world's highest growth rates NAPEP and NAPCE coordinated and oversee various plans and guidelines for them to follow with regards to poverty reduction.

1. The Goals of National Poverty Eradication Program.
2. Training youths in vocational trades
3. To support internship

4. To support micro-credit scheme
5. Create employment in the automobile industry
6. Help Vescor vaginal Fistula (VVF) patients.

The program was seen to be an improvement over the previous Nigerian government poverty reduction programs. Following the 2008 analysis, the program was able to train 130,000 youths and engaged 216,000 people, but most of the beneficiaries were non-poor (Karl, 2008; Reuben, 2008; Philippe, 2008). This has always been the issue when it comes to implementation of poverty alleviation programs, those who are supposed to implement the programs, either divert fund meant for the program or make non-target groups to benefit. It was clear that most of the beneficiaries of National Poverty Eradication Program were non-poor people. These were children of wealthy people and some of them are working class in various public and private sectors. Whereas, this was a program initiated to fight poverty which is a socio problem in Nigeria. In recent times, Nigeria has been tagged the “World capital of poverty”. This is quite worrisome as the government is yet to put down concrete measure and implementation program that would help to confront poverty headlong. If all the poverty reduction programs that were initiated in the past and present were properly utilized and courageously implemented, poverty would have reduced to its barest minimum. Nigeria is a rich oil producing country where billions of dollars in revenue have been realized and yet poverty is at its peak.

In a country where poverty thrives crime rate will escalate. This is the reason why kidnapping, robbery and banditry are on the increase. In Zamfara, Katsina, Enugu, Cross River, Bornu and River States among others. Some state governors had to negotiate with bandits to stop their nefarious activities that are seriously affecting the economy and political development of their States. Crime rate will negatively affect the economy and create joblessness which will deepen poverty. It was stated that six-hundred million naira was stolen from NAPEP Program.

### **Vision 20-20**

The vision 20-20 was a dream statement that Nigeria will become one of the first 20th economy in the world by the year 20-20. The vision was introduced by the then President Olusegun Obasanjo. The body who was to drive the vision is the National Council on Vision 20-20 (NCV- 20-20) which was the apex body of the operational and institutional arrangement for Nigeria’s vision 20-20. It is very clear that Nigeria run a mono-economy whose total reliance is oil and the vagaries at the international market has always affected the price of oil and when the price of oil slumped the economy is in crisis. When “Muhammad Buhari newly became the President of Nigeria, the economy of the country faced recession due to the fall in oil price at the global market and the crisis in the oil rich Niger Delta. The economy of Nigeria was affected and states were unable to pay salaries, the Federal Government had to step down some vital projects due to poor revenue generation from the oil sector. At present, Nigeria economy is nothing to write home about despite the fact that oil price is high. Poverty is quite glaring, unemployment is massive, civil servants are poorly paid and have been on intermittent industrial action which is a minus to productivity in the country.

For Nigeria to realized vision 20-20 which is to place Nigeria among the top twenty economy in the world, so many things need to be put in place for this developmental

agenda to be achieved. It will be a thing of joy if Nigeria can be among the first twenty economies in the world come 20-20, but at present Nigeria need to know her position in global economic ranking (Emeka Ayakwu, 2005). It is very pertinent for Nigeria to know her position and then begin to plan since a platform has been put in place to realize the big dream and the media has reported it to sound very loud in the ears of Nigerians who are to play key administrative roles in achieving this dream. It is pertinent to know that Nigeria has never lacked any idea or to put the content of appropriate policies that can enhanced implementation, but the problem has always been implementation and sustainability. According to Pius (2019), Nigeria will abandon a building plan because there is no money and when money comes, a new plan is drawn and also abandoned; he queried why leaders do not change the National Anthem of Nigeria when they come to power? This is the issue, just like other development policies like Structural Adjustment Program (SAP) which recorded glaring failure which the country is yet to recover. For the National Poverty Eradication Program (NAPEP) whose mandate was to reduce poverty in Nigeria rather escalated it because the managers of the program ended up siphoning funds meant for the programme. Officials stole six-hundred million naira meant to impact on the lives of the poor.

Vision 20-20 in Nigeria has not being realized by 20-20. It was in 20-20 that youths protested and burnt down government properties in the country expressing anger over deepened poverty, underdevelopment, police brutality, corruption and bad governance.

### **Modernization Theory (Max Weber, 1804-1920)**

Modernization theory is used to explain the process of modernization that brings development within societies. Modernization refers to a model of a progressive transition from a pre-modern or traditional to a modern developed society. The theory came on board from the ideas of German Sociologist, Max Weber (1804-1920), which provided the basis for the modernization paradigm developed by Harvard sociologist Talcott Parsons (1902-1979). The theory emphasized on the internal factors of a country while assuming that with assistance, traditional countries can be developed in the same vein like developed and advanced countries of Europe.

For the purpose of this article, Development Administration and the Strategies of Development Policies in Nigeria, three development strategies are used for this work: Structural Adjustment Program (SAP), National Poverty Eradication Program (NAPEP) and Vision 20-20. Both Structural Adjustment Program and National Poverty Eradication Program failed woefully and Nigeria is yet to recover from these crushing failure. The objectives of Structural Adjustment Program were: To restructure and diversify the productive base of the economy, curtail dependence on oil. What happened thirty years after? Oil is still the mainstay of Nigeria's economy, meaning that Nigeria still runs a mono-economy which has not helped the structures of development administration. Similarly, National Poverty Eradication also failed due to massive corruption by officials who were supposed to drive the implementation process for the benefits of poor Nigerians. It was reported in most dailies that beneficiaries were politicians and the non-poor. So far, Nigerian is in 20-20 and there are glaring signs that the vision may not be realized considering the present state of the economy where infrastructures are being funded by borrowing from China and other countries. Also, the state of insecurity that has become daily routine is a setback to the glorious vision.



The theory attempts to identify the social variables that contribute to social progress and development of societies and seeks to explain the process of social evolution. Modernization theory is of the view that traditional societies will develop if they adopt more modern practices. To key the theory into the strategies of development in Nigeria, the officials who are to drive the developmental policies must have requisite competence (Professionals) and shun corruption and other social factors that are inimical to development with all alacrity. Development policies in Nigeria have failed majorly on the basis of corruption, therefore for Nigeria to allow development administration and strategies for development policies have a field day corruption must be jettisoned. The Nigerian government too should embrace modern technology that can drive the expected development. The present day countries that are developed put appropriate measures to ensure that development thrive, thus for development to be enhanced the atmosphere must be conducive. Nigeria can still get it right. If poverty alleviation programs are initiated and targeted by the responses of the people who are poor.

The vision 20-20 too is achievable if the Nigerian government is sincere in the affairs of the country. Even if the vision is not realized by 20-20, the government can achieve it by 20-25 by putting concrete platform and resources devoid of corruption and sentiment. If the government of Nigeria can fight Ebola virus within weeks there is no developmental agenda the government cannot achieve, if the government can comfortably maintain unicameral legislature that is heavily funded, the vision is achievable. If the Nigerian government can block leakages of corruption the vision can be achieved.

## DISCUSSION AND FINDINGS

Development Administration and Strategies for Development Policies in Nigeria is possible with the Nigerian government being the main actor and playing key role. Development Administration is State- led administration on the basis of development which Nigeria is yearning for. At present, there is severe poverty and unemployment in the land. Recently the National Bureau of statistics doled out fifteen million Nigerians are roaming the streets in search for jobs. The number could be greater considering the fact that the data may not be reliable. Massive unemployment among Nigerian graduates has become alarming that graduates are underemployed and seeking for any available job that may not benefit their qualifications. Unemployment is a social problem in Nigeria, it has been in Nigeria for the past three decades and the government has failed in all ramifications to implement appropriate policies that can contend with joblessness.

Corruption is a plague bedeviling development policies in Nigeria, the resources that are supposed to be used for implementation may not be released or when released can just end up in private pockets. Structural Adjustment Program (SAP) failed to stimulate the economy of Nigeria, rather it plunged the economy into a crushing disaster whose recovery has become very difficult. The deliberate devaluation of the currency by the government during the SAP era marked the beginning of the fall of the naira. In the 70s and early 80s average Nigerians can comfortably send their children abroad and can fund their education properly without recourse to the government; this was possible because of the value of the naira. The devaluation of the currency was at the instance of the International Monetary Funds and the World Bank that have major control of African economy due to her lending power. Nigeria has experienced series of price hiked in fuel in the name of financing Development Administration that is in line with strategy for development. Anytime the government increase fuel price Nigerians are always informed that the increase is to

stimulate development, but in true reflection development is hardly seen since Development Administration is government led development, finance is needed to fund development projects. The summary of the findings is that major development programs initiated by the Nigerian government has not impacted on the people to reduce poverty, build human capital and also drive development.

### **Sincerity on the Part of National Government**

Since Development Administration is state led, there is need for the government of Nigeria to be sincere in its development its development policies. Lee (2013), the former Prime Minister of Singapore said, that he was successful in governance by bringing massive development because he was very sincere with his people and Singaporean had confidence in the government and today the country is counted as one of the Asian Tigers and developed in Information Communication and Technology and Commerce. Nigerians have no confidence in the government following the insincerity of the government. The non-implementation of minimum wage on time that was sign into law has further made Nigerians to lose any iota of confidence in the government. Development cannot thrive where the people are not cooperative with the government. There is persistent inflation due to the imbalanced policies of the government. If Singapore that was a mere fishing community upon independence and can strive for development, Nigeria can become more developed than America and Europe being sincere with policy formulation. The government should be sincere in the handling of government issues as it impacts on the people. Strategy for Development and Corruption

Corruption is a bane to any strategy of development. Corruption is responsible for the failure of the National Poverty Eradication Program (NAPEP) and other programs meant for development. It was reported in the daily that government officials stole six hundred million naira meant for National Poverty Eradication Programme. The failure of the program could be traced to corruption. For the strategies laid down for development, the government should have the will- power to confront corruption agencies in Nigeria must sit up and do the right thing by punishing those who thinker with government funds.

Vision 20-20 is realizable in 20-25 if corruption can be fought holistically without bias. Most Nigerians are indifference with the way the anti-corruption agencies are selectively fighting corruption. The corrupt people, immediately they defect to the government in power the corruption cases hanging on their neck is remove. These are people who contributed to the collapse of some strategies for development. The laws fighting corruption must be strengthened to make sure the corrupt government official have no space to escape from punishment.

### **Legitimization of Strategies for Development Policies**

Legitimization means laws backing strategies for development. Of times when new government come on board, they termed to abandon the development policies of the previous government. Thus legitimization of strategies for development policies will bring about continuity in development. Since the legitimization will be embedded in the constitution, the current government will always be reminded to continue development policies initiated by the previous government. According to Fab (2012), legitimization of projects will lead to the continuity of projects no matter the succession of government. If a particular government can continue with the past government development policies, individuals can go to court and contest it or draw the attention of the government.



## CONCLUSION AND RECOMMENDATIONS

Development Administration is state led administration to formulate and implement development in order to better the standard of living of the people and build human capital development. Development is a continuous process as the country keep expanding and the modernization of society. While strategies are the appropriate measures put in place to realize development. Structural Adjustment Program (SAP), National Poverty Eradication Program (NAPEP) and vision 20-20 are all strategies for development. Unfortunately, Structural Adjustment Programme (SAP), National Poverty Eradication Program (NAPEP) failed woefully.

In the aspect of the recommendations, the government must rebuild the confidence of the people by being sincere on Development policies in Nigeria. Rebuilding the confidence of the people by utilizing the resources meant for development. Government of Nigeria should legitimize strategy for development. Development policies in Nigeria are always very beautiful on paper and most of the developmental policies with long term development plans are often jettisoned by successive administration since such strategies was not initiated by them. Thus legitimizing development policies with relevant laws will surely help for the continuity of development. It is very unfortunate that nobody is talking about Vision 20-20, two months to the time. Vision 20-20 may not be realizable considering the present state of insecurity, infrastructural decay and poor economic planning. The vision can be realized by 20-25 if appropriate measures are put in place that can stimulate development.

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