

CHAPTER 10

SUMMARY, RECOMMENDATIONS AND CONCLUSION

10.1 SUMMARY

Following the various suggestions made in this study, the question remains : Does Nigeria have a choice to be or not to be part of the global civilization? Should Nigeria in the process of global civilization endeavor to develop according to its culture and technology within an administrative and democratic state based on its available resources? Answers will be given in this chapter to the above question in the form of a summary, recommendations and a conclusion. The development of the global economy, which has been institutionalized with the General Agreement on Tariffs and Trade (GATT) and the World Trade Organization (WTO) are supposed to usher in an era of unprecedented prosperity for all, but this assertion is false. (Goldsmith, 1996:501). What is the challenge of globalization? It is not the expansion of the world market, but to find the rules and institutions for stronger governance at local, national and regional levels, and finally, to preserve the advantages of global markets and competition.

It is also evidenced in the study that systems of corporate rule should not be used for benchmarking the issues that relate to globalization. Globalization of finance markets, for example, has been nothing short of revolutionary. National governments can no longer stabilize their financial markets with the government's traditional mechanisms such as :

- i. banking regulations;
- ii. reserve requirements;
- iii. deposit insurance;
- iv. limits on interest rates; and
- v. massive deregulation and mergers of commercial and investment banking.

Transnational corporations are now bypassing banks altogether and are issuing their own commercial paper. Information technology has made it difficult to trail money because of the speed and frequency of these transfers. Unless radically new regulatory measures are introduced, the fiscal policy of national governments such as Nigeria will not only be dictated, but also threatened by a volatile global finance system.

In view of the foregoing and following the summary of the entire text in the study, it would be very important to review some part of the problem statement which says "The present government in Nigeria inherited a weak economy and a bad foreign image" (Obasanjo, 1999:2,3). The basic problem was – will the new democratic government be able to deliver a better service to the people of Nigeria without unnecessary external influence in the face of globalization? What should the new approach to governance and economic policy be within this context?

These and other issues were given exhaustive suggestions by way of alternatives and recommendations as contained in chapters 8 and 9 of this study. The significance of this study was also given a reasonable response as it has become apparent that the government and people

of Nigeria would not intend to swallow the “hard pills” of globalization, line hook and sinker, but rather to focus their global involvements only on those products and services in which Nigeria commands a viable economic advantage over their counterparts.

Therefore, on the one hand the study laid much emphasis on an economic localization policy and less on an economic globalization policy, and on the other hand, the study also recommended citizen participation in key policy in the present democratic Nigeria and should see representation as a sampling framework. The Nigerian people and their government will have to carefully examine those alternatives and recommendations in policies and governance in a global context and re-invent a proper local relevant economy with high global competitiveness.

Good governance is prescriptively conceptualized here as the achievement by a democratic government of the most appropriate development policy objectives to develop its society sustainably by mobilizing, applying and co-coordinating all available resources in the public, private and voluntary sectors, domestically and internationally, in the most effective, efficient and democratic way.

In an effort to promote the principle of good governance and administrative law in all public activities in Nigeria, the following norms may be helpful :

- i. public administration must occur legally. This means that all the actions of any public official must take place strictly within the framework of existing legislation;

- ii. public officials must be able to account to the public for their actions;
- iii. public officials must treat all members of the public equally and impartially;
- iv. public administration must occur in an efficient manner. This entails the greatest measure of goal attainment within available resources;
- v. public administration must be sensitive to and responsive to the needs of the public; and
- vi. public officials must act responsibly.

It is important to note that in order to implement good governance, practitioners in various public institutions must do their homework and ensure that their actions, behavior and conduct enhance and uphold the guiding principles of public administration and management. Public managers in Nigeria should always remember that transforming a civil service that has been operating in isolation for years and practicing military values and norms will take some time. It is therefore imperative that no efforts be spared in developing, training and educating all categories of staff that are available in the public sector.

These officials (new and old) should be empowered and capacitated to execute their entrusted tasks and duties with respect, dignity and public confidence.

The following goals may give direction regarding transformation in the Nigerian public service :

- i. to create a representative public service which reflects the major characteristics of demography, without eroding competence or the merit principle;
- ii. to facilitate the transformation of the attitudes and behaviour of public servants towards a democratic ethos underlined by the overriding importance of human rights;
- iii. to promote the commitment of public servants to the Constitution and national interests rather than to partisan allegiance and fictional interests;
- iv. to encourage the evolution of effective accountability and transparency in the public management process; and
- v. delivery to upgrade the standard of efficiency and effectiveness in order to improve the quality of service.

It is not easy for people to change. Civil servants are human beings and some will always resist change no matter what happens. The following are some suggested strategies for dealing with transformation of such a nature :

- i. analyze the department and identify its needs for change and transformation;
- ii. create a strategic direction and plan and promote a share vision;
- iii. encourage sound and effective communication among all workers, structures and stakeholders;
- iv. encourage effective participation by all to establish ownership and legitimacy;
- v. encourage all the structures to respect and implement the transformation agenda;
- vi. plan and act together to obtain unity and trust; and

vii. encourage the sharing and exchange of ideas by all openly.

It is only by transformation that the policy of localization will be achieved so as to front a unique alternative to globalization.

Finally, one of the clearest lessons that emerged from this study of globalization as pointed out earlier in (8.10) is that the footing and the initial arrangements and deliberations were undemocratic and secret. It is also important to note that highly centralized commerce is environmentally and democratically unsound. Some international trade is useful and productive, but favours corporate bodies over those of workers, consumers and the environment.

But, societies like Nigeria need to focus their attention on fostering community-oriented production. Such smaller-scale operations are more flexible and adaptable to local needs and environmentally sustainable production methods. They are also more easily subjected to democratic control, less likely to threaten to shift their operations abroad, and more likely to perceive their interests as overlapping with community interest.

Similarly, allocating power to reachable governmental bodies tends to increase citizen power. Concentrating power in international organizations, as trade pacts tend to remove critical decisions from citizen control. It is obvious that one can talk to some local government representatives but not to some faceless, international trade bureaucrats many miles away who would not appreciate the problem or the urgency it may deserve. Some recommendations are

put across based on the overall revised literature and contribution made in the entire study.

10.2 RECOMMENDATIONS

Multilateral agreements and international human rights regimes hold only national governments accountable. National governance holds all actors accountable within national borders, but it is being overtaken by the rising importance of supranational global actors (multinational corporations) and international institutions (IMF, World Bank, WTO, Bank for International Settlements). Needed are standards and norms that set limits and define responsibilities for all actors if globalization is to acquire a more human face.

10.2.1 Good governance, leadership and policy : better options for Nigeria

It is important to note that the capacity of the public service, which is conceptualized in systems thinking are, structural, functional and cultural in practice. Therefore, the ability to implement policy objectives of government lies on the practitioners' efficiency and effectiveness to deliver those public services aimed at raising the quality of life of citizens, which the government has set out to achieve as planned over time.

It is recommended that the Nigerian government begin to use all its available resources namely, human, financial, material, technological, logistical and others to capacitate the intangible requirements of good leadership, motivation, commitment, willingness, perseverance,

endurance and other intangible attributes needed to transform rhetoric into action.

10.2.2 Network policy approach

Following the system thinking described above, in the context of the new network approach to service delivery, this study regards capacity building as a total structural, functional and cultural transformation of government in order to mobilize all available resources to achieve policy objectives.

Therefore, it is recommended that the Nigerian concept of transformation towards better service delivery and good governance may have to be different from many others. But the complex nature of the nation-state of Nigeria and its diverse culture and people should be seriously put in proper context when considering the best approach in governing a country of this nature.

10.2.3 Structural changes in governance

A variety of different recent international experiences with governance reform suggests that it is possible, in principle, to improve the quality and quantity of public service delivery and even to establish public services complying with the best available approaches, through a combination of changes to the way in which the public service is structured and in which it operates.

It is recommended that Nigeria require changes that are mainly aimed at utilizing private markets and other voluntary agencies (civil society)

more pragmatically and therefore, more effectively in public service delivery.

10.2.4 Alternative public service delivery

It may be preferred to use the term “alternative service delivery mechanisms” to describe this approach. Alternative service delivery mechanisms may include, decentralization, co-operation, outsourcing, joint ventures, partnerships and alliances, regulations, assistance, and privatization.

It is recommended that the traditional public service agencies provide the service at the required level, quantity, quality and cost-effectiveness in the appropriate way (participatory, people-centered) and with the required legitimacy and controls.

10.2.5 Creating a ring-binding public sector

Another consequential change may be from big unwieldy public bureaucracies to smaller, more flexible organizations, as selected policy implementation functions are increasingly taken over by organizations outside the public sector.

It is recommended that Nigeria may not need to dismiss workers as a result of the full privatization of the function, but that the workers may be transferred to a new public construction and / or maintenance enterprises, which operate in terms of the market forces of supply and demand. These new organizations may even compete with private

sector companies for government contracts, as was the case in New Zealand.

10.2.6 Participatory policy process

This is a shift from a closed bureaucratically dominated work environment in the public service to a more transparent, accountable and participatory public policy process. Therefore, it is recommended that the current process of direct, vertical, regulatory, bureaucratic control of service quality be replaced by indirect, horizontal, ex post facto quality control by empowered customers and citizens or the partners in a policy network.

10.2.7 Multi-year financial planning

There is a need for a change from simple cash budgeting and accounting methods, as well as annual financial planning cycles, to more complex accrual budgeting and accounting practices and multi-year financial planning cycles.

This public financial planning is normally accompanied by a rise in the influence of economists, accountants, and financial and strategic managers with appropriate economic, financial and accounting skills in the public policy process hence, this approach is recommended as a budgetary financial reformation procedure by the government stakeholders in public financial matters.

10.2.8 Strategic policy system

Successful public service delivery in a developing democratic society such as Nigeria must be pragmatic and proactive in approach with authoritative study of public sector reforms. Public services are supposed to improve the lives of people in the respective policy areas for which a public service organization or agent is legally responsible. It is recommended that Nigeria apply the above policy objectives, which may ensure successful public service delivery.

10.2.9 Sustainable democracy

This perspective of sustainable governance implies that isolated, ad hoc policy changes are doomed to failure. Success necessitates a holistic approach to integrated sustainable management and delivery networks, and the consolidation of a mass developmental culture and a strong work ethic throughout society, to avoid discontinuities. It is recommended that this approach to sustainable governance be adopted, as this will achieve a reasonable policy success for sustainable democracy in Nigeria.

10.2.10 The triple social policy

There is a need for the Nigerian government to strengthen policies and actions for human development and adapt them to the new global realities. It is therefore recommended that an approach that combines the triple social needs namely, human development, poverty eradication and social protection as a hallmark of success in this globalization era, be implemented. Social policies – and national

governance – are even more relevant today to make globalization work for human development and to protect people against its new threats.

10.2.11 Global threats to human security

Stronger global co-operation and action are needed to address the growing problems beyond the scope of national governments to manage, for example, the fight against global crime, the “loud emergencies” of environmental degradation such as acid rain, global warming and ozone depletion, Violations of human rights, HIV / AIDS, and others. It is recommended that the Nigerian government formulate policies towards taking stronger global action to tackle global threats to human security, described above.

10.2.12 Regional and continental solidarity

Relying more on regional solidarity with regional Economic Communities such as ECOWAS, SADC, AU, NEPAD and others, to have common positions in development efforts. It is recommended that, the Nigerian government continue to cultivate regional support, which would help in crises, as with the regional fund for financial stability and economic and social development.

10.2.13 Strengthening global institutions

The Nigerian government may need to support the enlargement of the existing global institutions and the creation of new ones, where necessary, to tackle issues of global concern.

Therefore, it is recommended that the following review be undertaken:

- i. That the government of Nigeria play a prominent and active role in motivating the achievement of :
 - a. a stronger and more coherent United Nations to provide a forum for global leadership with equity and human concerns;
 - b. a global central bank and lender of last resort; and
 - c. a World Trade Organization that ensures both free and fair international trade, with a mandate extending to global competition policy with antitrust provisions and a code of conduct for multinational corporations;
- ii. a world environment agency;
- iii. a world investment trust with redistributive functions;
- iv. an international criminal court with a broader mandate for human rights;
- v. a broader UN system, including a two-chamber mandate for human rights; and
- vi. a broader UN system, including a two-chamber General Assembly to allow for civil society representation.

10.2.14 Recommendations : A summary

Based on the entire study, it is obvious that the Nigerian government and people should begin to adopt the numerous alternatives to globalization as pointed out in chapter 8 of this study. The alternatives for the state economic development seem to focus on

proper localization of all industries, products and governance based on proper citizen participation and not citizen representation.

It is strongly recommended that the democratic system of government is still the best in the world. But, a situation has arisen where citizen representation is no longer solving the immediate needs of the people, citizen participation would, therefore bring a sustainable people-centred development which would ultimately bring government nearer to the people. This is the hallmark of the writer's argument against the proposed single-track globalization programme instead of localization programmes, which would encourage grass-root citizen participation, local relevance and still promote global competitiveness.

Against the backdrop of the recommendation, an integrated localization programme and citizens' participation in all the levels of government in Nigeria, namely, local, states and national, keeping in mind the fact that the nations' attempts at democracy are still in its infancy, the following recommendations are aimed at both private and public sectors in Nigeria, the citizens and levels of government in all their policy objectives on issues of globalization and government.

The current mindsets, attitudes and perceptions of all the major stakeholders on Nigeria's globalization initiatives (for example, the public sector, the private sector and the civil society) as pointed out in chapter six of this study, requires critical evaluation and re-orientation to reflect positive values, attitudes and perceptions of a changing Nigeria. This demands a shift from a search for "quick fix" solutions towards a view of development as a long-term, learning and incremental process even within a global economy.

Inclusivity and citizens' participation must be given top priority. The legislative directives should provide for all stakeholders to be partners in the formulation of the recommended Integrated Localization Programme (ILP). Empowerment of the people is another important recommendation for Nigeria. Particularly those who have been marginalized in the past, such as, the Nigerian professionals, and private and public sector practitioners who have been sidelined for decades by military dictatorships. They are the people that should be the major participants in the policy-making process.

Another recommendation would have to be sustainability. Sustainability in development within the context of globalization, governance and policy initiatives is not a blueprint, but rather, a direction, which will demand continuous learning and capacity building, involving stakeholders. It is also recommended that the issue of capacity building be taken seriously. Capacity building is a process of increasing the ability of people to initiate, direct and control the process of social change in which they are involved. The citizens should therefore be mobilized to lead.

A further recommendation relates to a process of social learning. The learning process approach is focused on the bottom-up approach to decision-making and partnership. In formulating an ILP for Nigerians, governments at all levels should foster a learning attitude from now on. A recommendation relating to holistic development concludes on the building of economic block, (for example, the Economic Community of West African States (ECOWAS) and New Partnership for Africa's Development (NEPAD) initiatives.

Another recommendation relates to a mechanism that should be put in place to ensure effective feedback to all stakeholders. For meaningful participation to take place, the Nigerian community needs to be fully informed and able to transmit its views. The community should have access to user-friendly information. The establishment of a communication care center should be considered in each of the local government headquarters in Nigeria aimed at local governance in general, and global issues in particular can also be addressed.

This study therefore recommends among other things that a new policy model for the globalization process be put in place. This is a new model, which tends to replace the neo-liberal orthodoxy, which obviously has failed in Nigeria. The new approach stresses that :

- i. government's first responsibility is to its own citizens;
- ii. promotion of employment;
- iii. intensify local economic renewal (localization);
- iv. international trade based on economic advantage;
- v. proactive government policies;
- vi. reduction of interest rates;
- vii. control of factors of production;
- viii. regeneration programmes;
- ix. encouraging the informal sector;
- x. linking villages with the broader economy;
- xi. creation of credit scheme by government;
- xii. inward economic investments; and
- xiii. avoidance of international debt but encouraging aids, grants and donations.

Nigeria's withdrawal from the IMF program is one of the outcomes of the recommended policy issues in this study. On Tuesday March 2002, a bombshell came from the present government of Nigeria led by President Olusegun Obasanjo in a statement by the Nigerian finance minister Alhaji Mallam Adamu Ciroma. Nigeria did not wish to continue with arrangements where only narrowly defined macro-economic considerations came into play. Nigeria will wait until the 2002 budget was finalized and then develop a serious, disciplined and credible program" (<http://www.nigeriaembassyusa.org>).

The statement speaks for itself and speaks the minds of the present government on International Monetary Fund (IMF) and other related issues. It is obvious, as recommended in this study, that every policy that will not serve the interest of Nigerians may need to be reviewed. The present government with this singular pronouncement has clearly opted in favor of socio-political considerations in Nigeria even though through IMF endorsement of Nigeria's economic policies as contained in their previous budgets is critical for its foreign debt relief.

Nigeria has already taken serious measures in debt rescheduling with the Paris Club, the deregulation of the pump price of petroleum products such as fuel, improvements in telecommunication services and growth in Gross National Products (GNP) to mention but a few. These steps could neither revamp the economy nor provide any feasible development in Nigeria.

In 8.15 of this study, some policy implications of the Structural Adjustment Programs (SAP) were indicated as problems rather than benefits to Nigerians. Similarly in 8.16 of this study some of the flawed global paradigms for public governance were also enumerated hence

the Nigerian government withdrawal from the global financial body. Nigeria's withdrawal from this body is a plus and certification of the recommendations and suggestions provided in this study. But unless the present Nigerian government begins to make inroads into detailed local initiatives, community economic empowerment through the underlying recommendations in this study by fronting sustainable, self-reliant local economic development (SSLED) programs. A mere withdrawal from the IMF may worsen the already existing ugly situation, therefore this withdrawal needs to be accompanied by a few local policy alternatives as pointed out in chapter nine of this study.

10.3 RECOMMENDATIONS FOR FURTHER RESEARCH

It is useful to note at this point that not all aspects of the Nigerian perspectives on globalization were addressed in this study. In view of this, the following issues may be considered for further research :

- i. more localization policy options for Nigeria as an alternative development approach for income and employment creation; and
- ii. focusing on the "how to" factor in more sustainable self-reliant local economic development.

10.4 CONCLUSION

From this study, attention can be drawn to the fact that the present and future governments in Nigeria cannot ignore globalization and its implications. Within the global context, the importance of socio-cultural dimensions and training at all levels of government and all

levels of the entire local community that constitutes the state of Nigeria should be addressed seriously. However, not much understanding or tolerance for the different cultures exist between the Nigerian ethnic groups and in public service circles in Nigeria. This is a problem that requires serious attention.

It is also important to note that citizen participation brings government programmes and governance nearer to the people. In view of this, another survival alternative to globalization programmes apart of localization should have to do with private-public sector participation. This will encourage the citizens hence the natural and human resources that belong to a nation will not suddenly disappear into the hands of a few capitalists in the name of privatization in private-public sector participation. Government is still in control of policies and programmes that would encourage local economic regeneration.

Every globalization policy and programme should furthermore be directly linked to the needs of the community in order to determine and deliver efficient needs – directed and cost-effective services.

Lack of proper awareness of government policy has led to a fragmented and uncoordinated approach to training. In addition, relatively low priority has been accorded to sensitizing the communities, resulting in shortcomings such as a lack of funding, and inadequate ratio of economic development in Nigeria, even with some global institutional donors.

The concept of the use of information technology in the Nigerian public sector has not be given a priority. Private sector organizations have

been the short and the long-run benefit in information technology, but the government has not. The significance of modern information technology to good governance and public administration and policy in the context of globalization is very apparent, as well, hence the good side of globalization cannot be ignored. The use of information technology however, raises some issues regarding their democratic implications, availability and accessibility. With more emphasis being put on citizen participation and localization economic programmes, attention should be focused on service clustering and regulatory reforms to see that the design and delivery of government programmes are oriented towards the citizens and not towards the needs of the public service. All these aspects will ensure that Nigeria, as a leading component on the African continent, will fulfill expectations to become a major role-player in an ever-increasing globalized world.

It is now clear to note that globalization is a threat to developing economies including Nigeria. Therefore, Nigeria should begin to encourage and make inputs to local initiatives. This will certainly ameliorate the effects of globalization on the people. The general recommendations in this study gave some imperatives to the world bodies that drive the machines of globalization programmes to rethink and modify their operations and laws so as to accommodate the poor countries effectively. Implementation of such modifications could prevent global protests in the future.

However, as long as globalization is dominated by economic aspects and by the spread of markets, it will put a squeeze on human development in Nigeria, in particular and the developing countries in

general. There is an urgent need for a new approach to governance, one that :

- i. preserves the advantages offered by the global markets;
- ii. will ensure sound economic localization, citizen participation more than citizen representation; and
- iii. will ensure that globalization works for the people and not for profit maximization as envisaged by developed economies and multinational co-operations.

It is in this respect that the idea of globalization as a panacea for Nigeria's economic woes is a doubtful prophesy. On the contrary, globalization represents perhaps the greatest economic threat to nascent democracy in Nigeria. A major way out is to pay much more attention to the key elements involved in planning for greater Sustainable, Self-reliance Local Economic Development (SSLED).