

**ADMINISTRATIVE CHALLENGES OF THE NATIONAL YOUTH SERVICE
CORPS SCHEME IN IMO STATE, NIGERIA (2003-2011)**

BY

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DEDICATION

This Thesis is dedicated to the Almighty God and my husband Professor C.B. Nwachukwu and children.

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ABSTRACT

The National Youth Service Corps (NYSC) essentially was construed as an instrument of national unity and socio-cultural integration. It was established by the General Yakubu Gowon Administration in Decree no. 24 of 1973. Seen and conceived as a rallying and unifying force for Nigerians, especially the youth, the corps members were to use their period of service to acquaint themselves with the traditions and cultures of other various ethnic groups of their areas of primary assignment. The study incisively explored the extent to which the National Youth Service Corps scheme was administered in Imo State within the period 2003-2011. It set out to probe how some critical variables like human resources, funding and communication impinged on the administration of the scheme. Data for the study were generated through two sources: Primary and Secondary. The primary sources were questionnaire and personal interviews. The secondary sources included books, journals, Government publications, Magazines and internet materials. Presentation and analysis of data were qualitative and deductive. To achieve this, qualitative materials were classified into appropriate categories using statistical tables and bar charts. We employed simple percentages, means, Chi square and basic statistical tools to analyze the data derived from questionnaires. The study took its bearing from the implementation theory that helped us address the administrative challenges of the National Youth Service Corps scheme in Imo State. It was found that there were adequate human resources for the administration of the National Youth Service Corps Scheme in Imo State. The National Youth Service staff were competent, diligent and knowledgeable and observed work ethics. Funds constituted serious impediments in the execution of the scheme. It was also found out that there were adequate communication among the Federal, State, Local Government and the Operating Agencies in the NYSC scheme in Imo State. The study recommended, among other things, that adequate funds be made available to the operating agencies to ensure smooth administration of the scheme and realization of the National Youth Service objectives. It was also recommended that the Imo State Government build a befitting NYSC orientation camp for corps members for effective orientation programme.

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CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

The history of a country is crucial to the understanding of its institutions. This is even more so with the National Youth Service Corps (NYSC) scheme that was established in 1973, three years after the Nigerian civil war, and thirteen (13) years after Nigerian Independence. The establishment of the National Youth Service Corps scheme was mostly in response to both pressing national needs and the developmental challenges in the country. Unity they say, is strength, united we stand, divided we fall. There was need to unite and integrate over two hundred and fifty ethnic linguistic groups in Nigeria, through the National Youth Service Corps scheme (Onwuejeogwu, 1995). During the Nigerian Biafran civil war which was fought to unite the country, the slogan that was used by the Nigerian side was 'to keep Nigeria one is a task that must be accomplished'. Following the end of the civil war in 1970, the need for national integration and promotion of national unity then arose.

The National Youth Service Corps (NYSC) was established by the government of General Yakubu Gowon for the encouragement and development of common ties and the promotion of national unity, integration and development. The rationale for the establishment of the National Youth Service Corps (NYSC) Scheme by Decree No. 24 of May 22, 1973 was primarily to imbue Nigerian youths with the spirit of selfless service

to the community and emphasize the spirit of oneness and brotherhood of all Nigerian irrespective of their cultural or social backgrounds (NYSC Handbook, 1998; Ojo, 2009). This was because the history of Nigeria since independence in 1960 had clearly indicated the need for unity amongst all segments and that no cultural or geographical entity exists in isolation. The decree spelt out the following as the basic objectives of the National Youth Service Corps Scheme.

- a. To inculcate discipline in our youths by instilling in them a tradition of industry at work, and of patriotic and loyal service to the nation in themselves.
- b. To raise the moral tone of our youths by giving them the opportunity to learn about higher ideals of national development and socio-cultural improvements;
- c. To develop, in our youths, attitude of mind acquired through shared experience and suitable training which will make them more amenable to mobilization in the national interest.
- d. To develop common ties among our youths and promote national unity by ensuring that;
 - i. As far as possible, youths are assigned to jobs in states other than their geographical, ethnic and cultural background;
 - ii. Each group assigned to work together is as representative of the country as possible;

- iii. The youths are exposed to the modes of living of the people in different parts of the country with a view to removing prejudice, eliminating ignorance and confirming, at first hand, the many similarities among Nigerians of all ethnic groups;
- iv. To encourage members of the Corps to seek, at their corps service, career employment over the country, thus promoting the free movement of labour.
- v. To employers, partly through their experience with corps members, to employ more easily qualified Nigerians irrespective of their states of origin, and
- vi. To enable youths to acquire the spirit of self reliance (NYSC Handbook, 1998:19; Danfulani and Aja, 2008:4-5 and Ojo, 2009:175).

Consequently, the administration of the National Youth Service Corps scheme commenced business on 22nd July, 1973 with the mobilization of and deployment of 2,364 participants from all the twelve states of the federation. The service year was compact and businesslike, consisting of orientation, tour of state of deployment, primary assignment, secondary assignment and passing out ceremony. Each participant was to serve for a period of twelve (12) months (Danfulani and Aja 2008:3).

The National Youth Service Corps (NYSC) was meant to solve serious problems of national importance; vital questions were raised about the nation-state itself. Why for instance, would the country be desirous to have national unity, religious tolerance, free movement of labour, patriotic leadership, etcetera? The truth is that long before the establishment of the National Youth Service Corps (NYSC), the country was mired in inter ethnic politics of bitterness, religious intolerance, antagonism and mutual group suspicion. It was a country in deep agony but with a fresh resolve to right the wrongs of its past (Ojo, 2009).

Most of the problems of the country have been blamed on faulty beginning, colonial experience and poor leadership in the post-independence era. For instance, whereas people with different cultures and religion were brought together to form the Nigeria state, created by the amalgamation of Northern and Southern protectorates in 1914 by the British, the leadership that emerged was not serious about national unity, integration and national development.

According to Olusanya (1974), leaders merely paid 'lip service' to the cause of national unity in favour of religious and ethnic differences. Thus, by 1973, when the scheme was established, the country, in the words of the founding fathers of the National Youth Service Corps (NYSC) was characterized by ethnic loyalties, mutual group suspicion and distrust which culminated in the Nigerian civil war of 1967-1970. The country was also plagued with problems of underdevelopment, namely, poverty, mass illiteracy, acute shortage of skilled manpower and very inadequate socio-economic infrastructural facilities like housing, good roads and potable water, among

others. Added to these was the post civil war task of reconstruction, rehabilitation and reconciliation. In addition to the above NYSC objectives, the country therefore, set the following goals for itself that the National Youth Service Corps (NYSC) was to facilitate:

- a. A united, strong and self-reliant nation;
- b. A great and dynamic economy;
- c. A land of bright and full opportunities;
- d. A free and democratic society (Dafulani and Aja, 2008).

Thus, Abhuere (2000) asserted that the National Youth Service Corps (NYSC) is an exercise in nation building, a neo-nationalist outfit, dedicated to the realization of the dream and aspiration of nationalists. From pre-colonial to post-colonial periods, the youths have played strategic roles in the development process. The resort to them, in 1973, was both in recognition of their abilities to bring about change and a pragmatic policy move to involve more citizens deliberately in the development process of the nation. Put differently, the National Youth Service Corps (NYSC) was established to address pressing national issues and problems in order to move the nation forward on the path of progress. The development desire and aspiration of the state dates back even to pre-colonial times.

The question now arises as to how it is being administered in Nigeria generally and in Imo State in particular. It is commonly observed that policy implementation is one of the major problems confronting Nigeria and other developing countries. There are critical factors that are interrelated for a successful and effective policy

administration of the National Youth Service Corps scheme in Nigeria. These include policy standards and objectives, human resources, communication, financial resource, physical resource, disposition and attitude of the policy implementers and environment. These critical factors impinge on the administrative processes which in turn will mar or promote the attainment of the National Youth Service objectives. The National Youth Service Corps Community Development Services (CDS) are also essential for the realization of the NYSC objectives. This is a package of projects aimed at harnessing the skills, potentials, creativity and innovativeness of youths into effective machinery for national development (Enegwa and Umoden, 1993). The programme is directed to give the corps members opportunity to have impact on the host community. This is done concurrently with the primary assignment without any conflict.

These crucial factors as mentioned above are interrelated and operate simultaneously with each other to hinder or help policy administration process. It is on the basis of this premise that we have set out to assess the administrative challenges of the NYSC in Imo State, Nigeria.

1.2 Statement of the Problem

After the Nigeria civil war, policy makers came up with the idea of an enhanced interaction among the emerging young graduates, the youths. The assumption of this policy was that if the young graduates were made to interact and come in contact with the environment outside their cultural milieu they would have a better understanding of

the Nigerian state. This rationale informed the establishment of the National Youth Service Corps (NYSC) scheme by Decree No. 24 of 1973. Though, this Decree was repealed and replaced by the National Youth Service Corps Decree No. 51 of 1993 but the objectives remain the same (NYSC Handbook (No date). The Decree spelt out the basic objectives as outlined above with more emphasis on corps members welfare and security.

It has been observed that policy administration is one of the major problems confronting Nigeria and other developing countries. Little attention is paid to the subject of policy administration by policy-decision makers in Nigeria as it is often taken for granted that once a policy is adopted by government, it must be implemented and the desired objectives achieved.

As stated earlier on, there are crucial interrelated factors that interact with one another and influence the outcome of policy administration. We are going to investigate some of these crucial factors that impinge on the administration of National Youth Service Corps in Imo State. These crucial factors include:

Policy Standards and Objectives: If the standards and objectives of the National Youth Service Corps are well stated in clear and measurable terms, administrators would understand what is expected of them and the extent of discretion open to them. Policies which have acceptable objectives usually elicit positive responses from the implementers as well as the public (Horn and Meter, 1995). The reverse is the case

when the objectives of the National Youth Service Corps are not acceptable to the implementers and the populace.

Human Resource: The quality and adequate number of human resource who are skilled, knowledgeable, and capable to carry out successful administration are necessary. For instance, if the human resources lack necessary skills, knowledge and capabilities for the understanding of what is entailed in the administration of the National Youth Service Corps, the administration may fail to realize the objectives. Leadership is a key input and/or a processing or conversion factor particularly as it relates to its ability to alter or modify the other critical factors in the administration process.

Another crucial factor that is closely related to the human resource is the 'strength' of the administrators in communication. Communication is an essential ingredient for effective administration of policy, including the National Youth Service Corps (NYSC). Through communication, orders to administer the NYSC are expected to be transmitted to the appropriate personnel in a clear manner. Such orders must be accurate and consistent inadequate communication can lead to misunderstanding on the part of administrators who may be confused as to what exactly is required of them. In effect, administrative instructions that are not transmitted, that are distorted in transmission, that are vague, or that are inconsistent may course serious obstacles to policy administration. Conversely, directives that are too precise may hinder implementation by stifling creativity and adaptability (Edward III, 1980). Such precise

directives do not leave room for administrators to exercise discretion and flexibility where and when the need arises.

Inter-Governmental Communication and Enforcement: various government agencies at the three levels of governance in Nigeria-Federal, state and local government are involved in the implementation of the National Youth Service Corps. The large number of government agencies participating in the administration of the national Youth Service Corps is bound to create coordination and communication problems. The NYSC administration in Imo State may not be shielded from this problem.

Financial Resources: A major constraint to positive policy administration pertains to inadequate funding to the National Youth Service Corps. Without sufficient fund the NYSC administration may not function properly. The scheme took off with a modest beginning of 2,364 participants in 1973 rising to about 200,000 annually (NYSC Year Book, 4th Edition, 2008). This phenomenal increase in the number of participants over the years has necessitated corresponding changes in the organizational structures of the scheme from time to time resulting in the need for more funding. The number of tertiary institutions in the country is increasing with the result that there is population explosion of intending corps members that will need monthly stipends, uniform, welfare and workers' salaries among others. These challenges are even compounded by the fact that the NYSC does not generate fund for its operations.

Physical Resource: The state government has the responsibility to build orientation camps for corps members. The building of orientation camp in Imo State was delayed until the State's old Teachers Training School was adopted. It lacks constant maintenance. There is inadequate accommodation for corps members during orientation. Facilities such as good roads, the NYSC offices and land acquisition depend on the state government. There is shortage of land around the NYSC office with no room for expansion of the NYSC secretariat.

However, the National Youth Service Corps community development services (CDS) are also essential for the realization of the NYSC objectives. This secondary assignment (CDS) involves mobilization of corps members in groups to perform community and rural development activities in various locations. Community development service (CDS) in which the corps members participate once every week, away from his or her place of primary assignment, involves projects aimed at harnessing the skills, creativity and innovativeness of the youths into effective machinery for development and is discharged to the corps members host community (Enegwa and Umoden, 1993).

The implementation of the National Youth Service Corps Scheme had succeeded in truncating its achievements. Contrary to the desired positive results, the scheme is bedeviled with the spectre of favouritism in postings. It is an open secret that a large number of corps members do not move away from their ethnic base. Except on marital and ill-health grounds, corps members are supposed to be posted away from their natural habitat. However, official rules are circumvented. In the same vein, the scheme

has become a bastion of corruption. People now negotiate where they want to be posted. Against this backdrop, this study has set out to examine the effect of some of the above key factors on the administration of the NYSC in Imo State.

Consequently, the following research questions are posed to guide this study;

1. what are the effects of human resources on the administration of the National Youth Service Corps in Imo State, Nigeria?
2. To what extent do inadequate funds affect the effective administration and realization of the objectives of the NYSC in Imo State?
3. Do communication among the federal, state, local governments and operating agencies impede the effective administration of the NYSC in Imo State?
4. What can be done to overcome the impediments from the above factors against the effective administration of the NYSC in Imo State?

1.3 Objectives of the Study

The broad objective of the study is to assess the extent to which the National Youth Service Corps scheme is being effectively administered in Imo State, Nigeria. Basically, the work seeks to examine the critical factors of human resources, funding and communication affecting the administration of the National Youth Service Corps in Imo State, Nigeria.

The specific objectives of the study are to:

- i. Determine the effect of human resources on the administration of National Youth Service Corps in Imo State Nigeria;
- ii. Examine the extent to which inadequate funds affected the effective administration of the objectives of the NYSC in Imo State;
- iii. Ascertain whether communication among the federal, state, local governments and operating agencies constituted impediment to the effective administration of the NYSC in Imo State.
- iv. Proffer suggestions to overcome the impediments to the effective administration of the NYSC in Imo State, emanating from the above factors.

1.4 Significance of the Study

This study, to the best of my knowledge, is the first of its kind in Imo State. It is hoped that this work will, in a modest way, improve an understanding of some major factors that impinge on the administration of the national youth service corps in Imo State. It invariably forms a fresh information on the subject that can be of use both to the study of public administration and the government also.

Like most researches, it is envisaged that the study will have some theoretical and empirical values. Theoretically, this study is significant as it will contribute to the numerous literature on youth organizations, especially when it is geared towards solving

a particular problem of national importance. Considering the nature of ethnic pluralism in Nigeria, Yakubu Gowon administration conceived the NYSC scheme in 1973 which he thought was capable of enhancing interaction and understanding among Nigerian youths. The implementation theory applied in the study brings to the fore the uncertain relationship between policies and implemented programmes as manifest in the case of NYSC in Imo State.

This work promises enormous practical utility. Its value to Imo State cannot be underestimated. The researcher as a stakeholder in Imo State, will find opportunity to raise the recommendations in policy discussions of the state. In this way, the findings will be relevant to the progressive efforts of the corps members to enhance national unity, integration and socio-economic development.

1.5 Scope and Limitations of the Study

Scope

This research zeros on the extent to which the policy of the National Youth Service Corps is being administered in Imo State, Nigeria. The administration of the National Youth Service Corps takes place in each of the three (3) senatorial zones that make up Imo State, viz, Owerri, Orlu and Okigwe. In each of these zones, three local governments were selected from Owerri; three local governments were selected from Orlu and two local governments were selected from Okigwe out of a total of twenty seven local governments that make up Imo State. Also the NYSC National Headquarters

at Abuja directed all states NYSC since 1991 to institute the use of the NYSC state zonal headquarters. Hence, there are four zonal headquarters in Imo State, Viz, Owerri, Aboh Mbaise (both from Owerri senatorial zone), Orlu (From Orlu senatorial zone) and Okigwe (from Okigwe senatorial zone). The creation of state NYSC zonal headquarters is to reach the grassroots and they are made up of local governments. The NYSC state zonal headquarters and target local governments are represented in the table below. Our study shall cover all the four NYSC State Zonal Headquarters and eight local governments as below;

NYSC Focal State Zonal Headquarters and eight (8) selected local governments in Imo State.

Table 1: NYSC State Zonal Headquarters and Local Government in Imo State Selected for the study

Imo State NYSC Zones	Local Governments
Owerri	Owerri Municipal, Owerri West
Aboh Mbaise	Aboh Mbaise
Orlu	Orlu, Nwangele and Nkwere
Okigwe	Okigwe and Nsu

Source: NYSC Imo State, 2011 Batch 'A' Orientation/Service Guide

The study shall cover a period of eight (8) years between 2003 and 2011.

Limitations

There is no research work that is not problem-ridden. In a study of this nature, it is important to talk with people, obtain information and assess their views and ideas on the issues in question. In Nigeria, unfortunately, officialdom is at times taken to very ridiculous and self-denigrating heights. People like to hoard information unnecessarily even when such pieces of information are innocuous and meant for public consumption. Hence, it was difficult to get at official documents from the office of the National Youth Service Corps in Imo State. This is because those in custody of such information felt that it may be used for purposes other than that for what they are meant. Additionally, certain information pass through a lot of media before getting to the researcher, therefore, such information may have lost its originality. These limitations, however, will not, in any way, invalidate the conclusion of the study.

CHAPTER TWO

LITERATURE REVIEW

2.1 Literature Review

The literature review for this study will focus on the following sub-themes.

2.1.1: Conceptualization of the Youth

2.1.2. Public Administration

2.1.3. Public policy implementation

2.1.4. The concept of integration

2.1.5. Ethnicity

2.1.6. Historical background of the National Youth Service Corps

2.1.7. Some crucial factors of policy implementation of the national youth service corps (a) Human resources, (b) communication resources, (c) financial resources, (d) community development services etcetera.

2.1.1: *Conceptualization of the Youth*

There is no clear-cut definition of the youth. Those who attempted to do so introduced the criterion of age into the definition. The youth by 1973 constituted the majority of active group in Nigeria. According to the National Youth Policy, youths were taken to be people between the ages of seventeen (17) and thirty (30) years and those who fall within this age bracket in Nigeria are said to constitute over 60% of the active population of the country. In spite of their numerical strength, they lived in very poor condition, enjoyed low quality of life and exercised very minimal participation in the developmental process.

To Beegle (1965), all those who fall between fifteen and twenty-four years of age, fall into the category of youth. For Braungart (1974), all those who are under thirty years are youths. In the views of Drayfus (1972), it is those persons between the ages of sixteen and twenty five years, who are actively involved in the world and are concerned with affecting change in their own lives and the world around them.

Sanda (1980) contends that within Africa, there are two major types of definition of youths in the literature on African Youth. One definition places emphasis upon institutional location of young people while the other utilizes the criterion of age. For example, Gachuchi (1974) suggested that for population studies on youths, the age group between fourteen and twenty-one should be used. He argued that age fourteen should be taken as the lower limit because it is at that age that youth enter puberty and can reproduce. Additionally, he felt that many of them by that age have had some sexual experiences and they can be questioned on such issues. He also took age twenty-one as the upper limit because several countries recognize the age as the age at which young people become responsible legally for their actions without the endorsement of guardians or the consent of parents. However, in this research, we shall adopt the National Youth Policy definition of youth. that is, those within the age category of seventeen years to thirty years.

From American to Europe, Africa and to other continents were reports of youth protests against discrimination by sex or race. The gender issue gained momentum in Britain and was resolved by the Equality Act in 1975 (foot Michael, 1975; Counter Information Services). According to kreamer (1974), the youths have been the source

of potential growth and change and a strong political force (Moller, 1972). In the view of Eisentadt (1972), the youths are the great revolutionary force and sole bearer of cultural values. Unless cultured, youths would always adopt the most irrational means to achieve an end. It is dangerous to leave youths uncatered for because they could become a liability and this serve as agents of instability and destruction. There were many problems that tended to affect the youths more and which, if not addressed, could propel negative actions.

These include, unemployment, inadequate participation and empowerment, prostitution, poverty, drug addiction, drug trafficking and a variety of underdevelopment problems. Many of them have resorted to criminal activities – a worldwide phenomenon that was visible in both the developed and developing parts of the world. Cohen and Nisbet (1974) observed that juvenile delinquency which had been on the increase since the Second World War reached its peak in the 1970s. Odekunle (1979) observed similar trend in Nigeria after the civil war.

The establishment of youth service organizations across the globe in the 1970s, especially in Nigeria was regarded as part of the ongoing efforts to meaningful development in society. The National Youth Service Corps scheme was not only a response to internal demands such as the need to heal the wounds of the civil war, to accelerate national integration, unity and developmental issues but a response to some developmental issues at the national and international levels. It should be stressed that in spite of the impacts of the civil war in Nigeria, there was great optimism, especially amongst the youth for a better tomorrow through national service. These hopes and

aspirations were expressed in the objectives of the scheme, which amongst others, sought to effect national unity, integration and sustainable development in an egalitarian society (Danfulani, 1993).

2.1.2. Public Administration

Hughes (1998) contended that Public Administration is an activity of serving the public and that public servants carry out policies as directed by the law. It is concerned with procedures; with translating policies into concrete action.

Public means the citizens of a given area, the people of a town, region, state or country. If a matter is considered in the public sphere, information and discussion about the issue are open to all. The word public also relates to activities administered by the State in the name of the entire community. Public administrators serve the people. The one thing that all public programmes have in common is the fact that they are all financed by taxpayers' fund, most of whom want a voice on how the money is spent.

The Oxford Dictionary defines administration as the management of public or business affairs. Administration is much more than coordination. Government processes can be broadly divided into two, namely: political and administrative. The administrative processes which is concerned with the execution of policies, is the sphere of public administration. This covers the whole network of public sector organization of which the National Youth Service Corps is included. Public Administration means governmental processes which exclude legislative and judicial processes, Simon (1969).

Onah (2005:1) held the view that Public Administration used in different areas covered almost every sphere of activity involving cooperative action. Modern society consists of different groups of people sharing similar views and pursuing common objectives. For an organization like the National Youth Service Corps to attain its objectives, human cooperative action is needed.

2.1.3. Public Policy Implementation

Egonmwan (1991) held the view that policy implementation refers to the process of converting inputs such as financial, information, materials, technical, human resources, demand and support into outputs – goods and services. Edwards III (1980) defines policy implementation as a stage of policy making between the establishment of a policy such as the passage of a legislative act, the issuing of an executive order or the promulgation of a regulatory rule and the consequences of the policy for the people whom it affects. He went further to say that it also involves a wide variety of actions such as issuing and enforcing directive, disbursing funds, making loans, assigning and hiring personnel among other. For Anderson (1997), policy implementation is defined as what happens after a bill becomes law. It consists of organizations, procedures, techniques and target groups that are involved in carrying policies into effect in an endeavour to accomplish stated goals.

The uncertainty concerning what a policy will accomplish and the consequences that it will have for the society makes policy administration worthwhile. Policy

administration is not predictable process. Sometimes it is a difficult task to separate a policy adoption from its administration.

Government usually does not attempt to define fully the intended impact of the policy nor try to anticipate all the problems and situations that may be encountered in its administration. Administrative agencies are often assigned much discretion to issue rules and directives that will fill in the details and make the policy more specific.

Policy administration may be seen as a complete array of administrative agencies or often referred to as bureaucracies. Administrative agencies perform most of the day-to-day work of modern government and their actions affect citizens more regularly and directly than those of other governmental bodies. The traditional notion was that politics and administration were separate and distinct sphere of activity.

Goodnow (1900) contended that politics dealt with formulating the will of the state, making value judgment and with determining what government should do or should not do. It was to be handled by the legislature and the executive. Administration on the other hand was concerned with implementing the will of the state with carrying into effect the decisions of the political branches. Administration deals with question of fact, with what is, rather than what should be, focusing on identifying the most efficient means (or one best way) of implementing public policy (Anderson, 1984).

The failure that have attended major policies helped to direct attention to the need for planning feasibility (or plan administration) explicitly the management of

policy administration in which adequate attention is paid to such factors as political variables and institutional capacity to administration.

2.1.4. The Concept of Integration

Integration as a concept is common to social science disciplines and it means different things to different scholars. For instance, in Economics, the concern is with economic integration. Sociologists are preoccupied with socio-cultural integration, generally known to sociologists as cultural integration. For political scientists integration is concerned with political integration or national integration. Although, each of these disciplines perceives integration differently; they all have one goal in their understanding of the term; unification or bringing together of diversified components either at international, regional, sub-regional, national or state/local community level. It is important to note that national integration is a concept that does not lend itself to any universally accepted definition because of its numerous usages. Duverger (1976) defined integration as the process of unifying a society which tends to make it harmonious, based upon an order its members regard as equitably harmonious. To Philip and Henry (1964), it is a relationship of community among people within the same political entity – a state of mind or disposition to be cohesive, to act together, to be committed to mutual programmes.

Hass (1968) defines integration as a process whereby political activities in several distant groups are persuaded to sight their loyalties, expectations and political

activities towards a new centre, whose institutions possess or demand jurisdiction over the pre-existing groups.

If society is convinced of a series of interacting and mingling in tribal environments and in terms of their participation in national organizations, then integration would describe the process of increasing the interactions and mingling so as to obscure the boundaries between the system of national organization and the environment provided by their tribesmen. Hence, the NYSC is a veritable instrument for the realization of unity in Nigeria.

Also, Morrison et al (1972) defined integration as a process by which members of a social system develop linkages and location so that the boundaries of the system persist over time and the boundaries of sub-system become less consequential in affecting behavior. In this process, the social system develops an escalating sequence of contact, cooperation, consensus and community.

Ake (1967) implies process in his definition of an integrated political system thus: to the extent that the minimal units (individual political actors) develop in the course of political interaction a pool of community accepted norms regarding political behavior patterns legitimized by these norms.

Coleman and Rosberg (1964) looked at integration as the progressive reduction of cultural and regional tension and discontinuities in the process of creating a homogenous political community.

Binder (1964) contends that an integration involves the creation of a very high degree of comprehensiveness. On the other hand, Etzioni (1965) has argued that a community is cohesive when;

1. It has effective control over the use of the means of violence.
2. It has a centre of decision making capable of effecting the allocation of resources and rewards.
3. It is a dominant focus of political identification for a large majority of political aware citizens.

Neuman (1967) contended that these conceptualizations of integration give a clear indication of what the end product would look like and how one would recognize an integrated polity. How much cohesion and which commonly accepted norms denote an integrated political or social unit? How would an observer identify integration or its dependence on some other manifestations (such as conflict) to demonstrate a lack of integration? What institutional form will an integrated unit take?

Deutsch et al (1966) were of the view that the attainment, within a territory or of a sense of community and institutions and practices strong enough and wide spread enough to ensure, for a long time dependable expectations for peaceful community. Put differently, a secured community is a group of people who are integrated. They further maintained that a sense of community is a belief on the part of individuals in a group that they have come to an agreement on at least the point that common social problems must and can be resolved on processes of peaceful change. Peaceful change

in this context means the resolution of social problem without resort to large scale physical force.

The obvious disparities among definitions of integration illustrate the conceptual confusion in the field. Although, as recognized by scholars, the term national integration may be defined in an endless number of ways without violating the standard for scientific investigation but failure to agree on the common concept of what integration is, made useful comparison and theory building difficult. It is not the question of rightless or otherwise of a definition but rather a matter of agreeing on a set of well defined concepts that can be subjected to rigorous testing.

Despite a general inability of integration to clearly define dependent variables, most writers concerned with nation building in developing countries continue to use the term as though it is generally understood concept. What exist are various definitions that are incomplete or inapplicable and for the most part are at variance with each other. Thus, little purpose would be served in expanding the typology further.

2.1.5. Ethnicity

Nnoli (1978) defined ethnicity as a social phenomenon associated with the interaction among members of different ethnic groups. According to Nnoli (1978), ethnic groups are social formation distinguished by the communal character of their boundaries. The relevant communal factor he argued may be language, culture or both. As social formations however, Nnoli pointed out that ethnic groups are not necessarily homogenous entities, even linguistically and culturally. Minor linguistic and cultural

differences often exist within the group forming the basis for the delineation of sub-ethnic systems. It is said that ethnicity exists only within a political society consisting of diverse groups. Thus, ethnicity is a very complex phenomenon. Its complexity is not always adequately reflected in sociological thought as highlighted by Nnoli.

Nnoli goes further to point out that the methodological difficulties of studying it may be traced to this complexity. Like any other social phenomenon, ethnicity is not immutable. It alters in form, its place and its role in the life of society. It is believed that ethnicity does not exist in pure form but is always associated with political, judicial, religious and other social views which constitute its important ingredients as well. Other arguments have posited that ethnicity is not a critical variable and that it lacks explanatory potency (Enloe, 1973).

Barth (1969) maintained that ethnicity was perpetually negotiated and renegotiated by both external ascription and internal self-identification. He further maintained that ethnic distinctions do not depend on an absence of mobility, contact and information, but entail social processes of exclusion and incorporation whereby discrete categories are maintained despite changing participation and membership in the course of individual life history.

For Eriksen (1993) the debates on ethnicity have been superseded, especially in anthropology, by scholars' attempts to respond to increasingly politicized forms of self-representation by members of different ethnic groups and nations. This is in the context of debates over multiculturalism in countries such as the United States of America and

Canada which have large immigrant populations from many different cultures and post-colonial in the Caribbean and South Asia.

Cohen (1978) contended that the identification of ethnic groups in the usage of social scientist often reflected inaccurate labels more than indigenous realities. He describes that in the first decades of usage, the term ethnicity had often been used in lieu of older terms such as cultural or tribal when referring to smaller groups with shared cultural systems and shared heritage but that ethnicity had the added value of being able to describe the commonalities between systems of group identity in both tribal and modern societies. To Cohen ethnic identity between colonized and nation states. He concluded that ethnicity is a series of nesting dichotomization of inclusiveness and exclusiveness. He also stated that ethnicity can be narrowed or broadened in boundary terms in relation to the specific needs of political mobilization. This may be why descent is sometimes a matter of ethnicity and sometimes not which diacritic of ethnicity is salient depending on whether people are sealing ethnic boundaries up or down. And whether they are sealing ethnicity up or down depends generally on the political situation.

In relation to the National Youth Service Corps as a veritable tool for the attainment of national unity and integration is being hindered by ethnicity to achieve the objectives. People see themselves as one if they are from the same ethnic group and where they are not from the same ethnic group they are different people.

2.1.6. The Youths in Pre-Colonial Times

The interest in youths and their active roles in the society in Nigeria are rooted in history. In pre-colonial Nigeria, the youths played mostly a developmental role, especially in the sustenance of prevailing cultures and values. They helped to keep the village square clean, participating in communal house building and cultural dances among others. They were educated and initiated into the secret and sacred activities of society. Abhuere (2000) observed that the youths were generally organized to meet certain requirements and to render services which were considered important in the community concerned. Using Uzinaumu, a village in oru West, Imo State of Nigeria for illustration, it was noted that such youths were organized in groups usually on age basis to keep the environment clean, help deserving individuals to build houses, assist in burial ceremonies, especially in digging graves, hunting of animals in festival times, serving as warriors in communal conflicts and dancers in cultural celebrations.

Bunza (1993) posited that the youths are on the course of progress and development in all the facets of public life in Nigeria. The development efforts of the Igbo youths as exemplified by the Eguawana age group in Arochukwu, Ohafia, Abriba or the Ikenga age grade of Oji, Nnewi and Onitsha are worthy of note. In fact, there are many examples of youths participation in societal development in different parts of Nigeria.

The role of the youths in pre-colonial Nigeria was not only visible in the southern part of Nigeria. In the northern part of Nigeria, there were arrangements such as the

Naisamari system, the Sahso system through which the youths projected themselves and made contributions to the development of society. The developmental efforts of the youths in the Kwarafa valley-the home of the Jukuns, Nupes, Idomas and Iyala on the Niger-Benue confluence of Nigeria are equally worthy of note.

Thus, the establishment of the NYSC in 1973 though at a higher level and in more elaborate form, was only a continuation of an age long tradition of society. In more than one way, the advent of colonialism in the late 19th century affected the Nigerian youth especially his outlook and disposition to communal life. colonialism also exposed the youth to new forms of youth service organizations which many of them joined. These were voluntary in nature, example, the Red Cross society, Boy Scout, Girl Guide, Youth Wing of the Church and so on. Thus, gradually, youths started to ignore their traditional ways of life in favour of the goals and ideology of the new organizations which recruited them (Brew, 1957).

2.1.6a A Brief Historical Background of National Youth Service Corps

Social distance exists among the major ethnic groups in Nigeria, namely, Hausa/Funali, Yoruba and Igbo. This is obvious in the lack of common political culture among these major ethnic groups. The lack of common political culture is due to the heterogeneous nature of the Nigerian society. Nwosu (1977) contended that societies in Nigeria vary considerably in terms of their cultural heritage, language, pattern of western contact, population and so on.

This is made more difficult because of the failure of the political leadership in Nigeria to forge national unity. Some other countries have similar experience. However, their leaders endeavour to provide good leadership capable of alleviating fears and suspicions among the various groups. This also ensures that citizens subscribe to the same ethos and belief in the oneness and unity of their societies.

However, the issue of the National Youth Service Corps was first muted during the second development plan of 1970. By the mid 1960s, the situation in the country had degenerated. Political and sectarian killings paved way to anarchy and inexorably a civil war ensued. However, at the height of the hostilities among some ethnic groups there was general concern to find solution to the nation's teething problems. This was based on the recognition that in spite of the diversities, Nigerians had a lot of common links that could bind them together under a united, peaceful and prosperous nation (NYSC Year Book, 1991). It was indicated in the second National Development Plan in 1970 that the Federal Military Government planned to establish a Youth Service Corps programme during the period covered by the plan (Ojiako, 1979).

The then Head of State, General Yakubu Gowon, subsequently announced in the course of his broadcast to the 12th Independence Anniversary celebration on October 1st 1972, that the proposed national Youth Service was meant to transcend political, social, state and ethnic loyalties and to form the basis of fostering loyalty to the nation (Tijani, et al, 1981). The National Youth Service Corps was thus created by Decree No. 24 of 1973 at the first meeting of the directorate of the NYSC. This scheme was launched by the then Federal Military Government to widen the platform of interaction between

corps members and the local communities they serve. The programme was considered the 'best' means through which the problem of national disunity and underdevelopment could be solved (Ojiako, 1978).

The clamour for the involvement of the youth in the overall national development through a deliberate government policy gathered momentum in the early 1970s after the cessation of the civil war hostilities. The Administration of General Gowon in a move, apparently to placate both side to the war, announced a 'no victor, no vanquished' policy (NYSC Handbook, 1998). He followed this with announcement of the programme of rehabilitation, reconstruction and reconciliation which was to involve the massive mobilization of Nigerian youth. The youth had played a major and dominant role in the civil war, fighting in the armed forces and promoting national unity and development.

Reactions to Government Decision to set up the National Youth Service Corps

The reaction for a national youth service by various interest groups encouraged government decision on the establishment of the National Youth Service Corps scheme. Thus, the opposition and the widespread demonstration across campuses and in major cities by undergraduates, which greeted the plan, came as surprise. Government had held exhaustive consultations with the interest groups and had studied their yearnings for sometime before making its decision.

The protesting undergraduates opposed the scheme on the basis that the one year service would delay their early entry into the labour market thereby punishing

them and their parents who had invested much on them. They, therefore, wanted the government to evolve a free university education programme at the beginning of 1973/74 academic year on which beneficiaries would be the pioneers of the service in 1976. However, the government was not swayed by this argument as education then was being subsidized up to the tune of ninety percent (90%). They also opposed the scheme on the ground that the reportedly proposed monthly allowances approved for the corps participants-sixty naira (N60) was below subsistence. This was not true because government had actually approved for the corps participants- sixty naira (N60) was below subsistence. This was not true because government had actually approved double that amount. A section of the students and parents saw the scheme as a grand design to solve the acute shortage of high level manpower in a section of the country. Finally, some parents were apprehensive of their children being posted to work in a 'hostile' environment. The civil war had just ended and the trauma was still haunting the nation. Some of the reasons for the proposed scheme were to encourage free labour movement, particularly high level manpower that was in acute shortage in a section of the country and to eliminate the persistent fear of the unknown which had created mutual ethnic suspicions and hostilities.

The Federal Government therefore stood its ground and decided to go ahead with its plan. The protestations had forced the universities to close down and by the time normality was restored and students recalled to write their sessional examinations government had taken the major decisions towards the actualization of the scheme.

Thus;

1. Decree No.24 of 1973 establishing the National Youth Service Corps was promulgated.
2. An organizational structure known as the Directorate was established and inaugurated on 5th June, 1973 to design a framework for the operation of the scheme within the provisions of the enabling Decree. Professor Adebayo Adedeji, then Gowon's Commissioner for Economic Planning was appointed the Chairman.
3. An army officer, Col. Ahmadu A. Ali, was appointed as Director to put in place an administrative structure to implement the Directorate's programme that was to take off on 22nd July 1973 (National Youth Service Year Book, 1998).

However, it needs to be understood that Gowon's administration that launched the national Youth Service Corps scheme know too well that there were global antecedents. These countries span through Africa and other parts of the world. Amongst these predecessors were the Balliha of Mussolini Italy, the young pioneers of the Soviet Union, the Red Guards of Mainland China and the Hitlerjugend of Nazi Germany. In Great Britain, there were two types of National Service and these were called the Graduate Voluntary Service and the Cadet Voluntary Service. The American version was named the Voluntary Service of America (VISTA). In all these countries the youths were used to execute specific programmes but all with the same philosophy – to enhance national awareness and unity (Danfulani and Aja, 2008:3).

Even in Africa, the Nigeria National Youth Service Scheme had its predecessors, just as it also was a spruce of inspiration to others. In Ghana, the Ghana Young Pioneers

established by the government of Kwame Nkrumah and modeled along the Russian Young Pioneers was used to pursue specific programmes of national interest. The peculiarity of the Ghanaian experiment derives from the fact that it was introduced at all the levels of nation's educational system, from the primary to the university. There was also the Kenya national Youth Service, the Ethiopian Students One Year Compulsory Rural Service, the Malawi Young Pioneers, the Gambian Youth Service and the Tanzanian National Service amongst several others (Danfulani and Aja, 2008:3).

The common denominator of the National Service in all these African countries was the Youths. The reason for this is not farfetched; the youths are the most effective tool for achieving national unity, integration and cohesion.

Nigeria's brand of the National Youth Service Corps scheme has its peculiarities. The Nigerian National Youth Service Corps was established by a military regime after a prolonged and costly civil war. Participation in the Nigerian National Youth Service was at its inception limited to university graduates and later extended to polytechnics and colleges of education. Though the amendment Decree No. 21 of 1985 also excluded from service, with effect from the end of the 1984-85 academic year, holders of the National Certificate of Education (NYSC Handbook, 1998).

Other attempts made by Nigerian Government to integrate the various ethnic groups

Other attempts made by various governments of Nigeria to weld the various ethnic groups together include;

a. Unitary System

A government is said to be unitary where there is no constitutional division of law making function between the central and the subordinate government (Eteng, A., 1990). The unitary system of government came into being as a result of the abolition of the federal system by the supreme commander of the Armed Forces of Nigeria, Major-General J.T.U. Aguiyi-Ironsi in 1966. The aim was to break the regional loyalty which was epitomized by the political parties and in which people believed was the cause of Nigeria political instability.

b. Creation of States

Another bold attempt to instill the idea of national unity into the country was the creation of more states, as found in 1963 when the New Republic of Nigeria increased the number of regions by one, making them four. On May 27, 1967 these four regions were created into twelve regional structure known as states. More states were created in 1976 which increased the number of states to nineteen (19). By September 23, 1987 the then Babangida Administration increased the number by two(2) bringing the total of twenty-one (21) states. Perhaps, one of the philosophies of increases in the number of states was to facilitates and make it possible for the easy calculation of the two third majority which was one of the major controversies experienced during the Second Republic in 1979-83. It became easy to get the two-third ($\frac{2}{3}$ of 21 states which is fourteen (14). That is to say, winning election in 14 states of the federation qualifies a presidential candidate to form a government. However, in 1991, the twenty-one (21)

states structure was increased to thirty (30) and the number was further enlarged by the Abacha regime to thirty-six (36) sites in 1996, plus the federal capital, Abuja.

With the multiplicity of states, the power base has definitely skewed in favour of the centre. It is not feasible now for a state to hold the entire country to ransom as the eastern region did during the Nigerian civil war, 1967 to 1970 (Amucheazi (ed), 1980).

c. The use of the same coat of Arms

It is worth mentioning that the military under late General Murtala Mohammed abolished the use of the different coat of arms as was practiced by the different states in the country. Every state in the country was mandated to use the same coat of arms with the federal government to portray Nigeria within and without as one federating entity (Adigwe, 1974).

d. Unity Schools

Another strategy initiated by the federal government to enhance national integration is the concept of unity schools as a kind of 'catch-them-young' strategy. These schools are federal secondary schools, scattered all over the country. The assumption was that if caught at the level of secondary school age, students would become better Nigerians. But the admission policy ironically opened by disintegrative implication in its applications through the so called quota system. The problem of how to get your proportions through the quota system is there with attendant merits and demerits. In the process of

integrating the youths, parents who feel disadvantaged by the application of the quota system are disgruntled at the same time and this poses unintended problems.

However, we would concede that ever since independence, conscious efforts have been made to integrate various ethnic groups in Nigeria.

The Role of Youths in the Struggle for Independence

Scholars such as Olusanya (1973), Dafulani and Aja (2008), among others on National Youth Service Corps (NYSC) of Nigeria were in agreement that the youths both before and after the civil war made spirited calls for the establishment of a platform for them to serve their fatherland. Long before the establishment of the National Youth Service Corps (NYSC) in 1973 the youths have made a mark as a force to be reckoned with in nation building. While the prominent place of the National Youth Service Corps (NYSC) should always be noted in dealing with the youths, it should be observed that the youths in the nationalists struggle for independence had profound effect on the development and orientation of youths in the former colonies. The youths played active roles in the nationalist struggle for political emancipation. The latter did not only expose many young people to politics and political independence, it enabled them to participate in the independence movement as freedom fighters (Dudley, 1982 and Sklar, 1983).

Thus, their enthusiastic participation later in the National Youth Service Corps and other voluntary organizations, especially after independence can be regarded as a continuation of the same spirit and tradition of development which engineered their

participation in the nationalist movement. Abhuere (2000) described the role of the youths after independence as sometimes controversial and ambivalent. Youths, he pointed out, served as soldiers of war both on the Nigerian and Biafran sides, events like these also explain the constant interest of the successive administrations in youths. Youths when untamed and uncatered for can be wild and counterproductive. This is important to the understanding of the willing support which the Nigerian youths have lent to private militias such as the Odua People's Congress (OPC), Egbesa, the Bakasi, the Arewa that have marked the country since the return of democracy in Nigeria in 1999.

2.1.7. Some Crucial factors of policy administration of the National Youth Service Corps in Imo State, Nigeria

The National Youth Service Corps is worthless if it is not administered. The complex process of making policy also involves complex process of administration to achieve stated objectives of the NYSC. Whenever the basic critical factors that are very essential to administering the NYSC policy are missing, there is bound to be administration problem. These critical factors include resources – both human and material, finance, communication, disposition or attitudes of implementers, environment and community development service of the National Youth Service Corps (NYSC). These factors are interrelated and interact with each other to help or hinder the administration of the NYSC. By administration, therefore, the administration of the NYSC is a dynamic process, which involves the interaction of many variables towards the attainment of the stated objectives of the NYSC.

a. Human Resources

Management experts and practitioners admit the crucial role of human resources in the realization of organizational objectives. Technological, economic and social changes are causing organizations to depend more and more on human resources to accomplish their objectives (Lloyd and Ilan 1988).

Barnet (1995) cited in Onah (2008) opined that human resources include all the experiences, skills, judgement, abilities, knowledge, contacts, risk-taking and wisdom of individuals and associates in an organization.

Not all managers would argue that human resources are crucial for the effective operations of an organization like the NYSC. But most managers subscribe to the notion that people are their essential asset and may determine the success or failure of an organization (Weihrich and Koontz, 1994).

In the same vein, Ogegbu (1985) cited in Onah (2005) contended that...

...an organization can mobilize all its capital inputs and still be out of production. The decision to start capital mobilization is personnel management's decision. The assemblage of the inanimate factors of production into a single, coherent and operational production system is a human genius and realized by human efforts.

Human resources are, as essential to the existence, survival and development of an organization, as food is to man. The critical processes of determining objectives, making investment choices, directing work effort on a day-to-day basis, maintaining and servicing equipment among others, are on the personnel of the NYSC. It is

therefore, stating the obvious, that the NYSC administration cannot take off or survive without human resources. It is pertinent to point out that the extent to which human resources contribute effectively towards the achievement of the objectives of the NYSC depends largely on how well they are managed.

Human resource management is an integral part of management; management is responsible for combining and coordinating the various resources to attain the organizational objectives (Onah, 2008). Managers perform four basic managerial functions or activities; planning and decision making, organizing, leading and controlling. Griffin (1997) cited in Onah (2008) defines management as a set of activities (including planning and decision making, organizing, leading and controlling) directed at an organizations (NYSC) resources (human, financial, physical and information) with the aim of achieving organizational objectives in an efficient and effective manner (Onah, 2008).

Through the process of recruitment the best and right caliber of people are employed to meet the NYSC objectives. The decree establishing NYSC spelt out the rights, entitlements or fringe benefits of the NYSC workers. It is the responsibility of human resource management to educate, train and to obtain workers' benefits in the NYSC.

Without an adequate, skilled and well-motivated workforce operating within a sound human resource management programme, development is not possible (Onah,

2008). Any manager or an employee, who underrates the critical role and importance of people in the attainment of the NYSC objectives cannot be effective or efficient.

The discussion on the NYSC human resources may not be complete if we fail to include training and manpower development of staff within the NYSC organization. Hence, Nutahaba (1986) cited in Onah (2005) argues that it is now no longer in dispute that training and development of public administrators contribute to improved performance. Training and development of human resources in organization have been identified as part of human resource management. It is through training and development that staff learn what they need to know and that adds value to their activities and outputs. Education and training will make the NYSC workers become better trained and qualified staff in their positions and functions inside the organization. Once trained, the staff will be confident enough to embrace the challenges of their work. The NYSC work is a specialized type of duty that workers must be trained to be able to know how to attain its objectives.

Initially, it is necessary to determine the training needs of the organization. The training needs may necessitate the acquisition of new skills, information, new orientation or attitude. Contributing, Osuji (1985) cited in Onah (2005) contended that whether the emphasis will be on one or a combination of these areas of needs, will depend on the status of the employee and the nature of the operations involved. The NYSC adopts orientation of new employees and subsequently, there are seminars, and zonal workshops among others as a form of training of the employees.

b. Communication

Communication is a crucial factor for effective administration of the NYSC in Imo State, Nigeria, Chafe (1954) maintained that the starting point for discussing any subject is to know what is for discussion. Wehrlich and Koontz (1993) opined that communication is the transfer of information from a sender to a receiver with the information being understood by the receiver. They further contended that communication relates to all aspects of management but that it is not suitable in the function of a leader. Communication is important in human resource management and crucial to leadership function in the NYSC. The function of communication is to coordinate the NYSC activities. Through communication, behavior is modified, social inputs are fed into social systems, information is made more effective and productive, change and total quality management is achieved and the NYSC objectives can be attained (Onah, 2008). Communication is the medium through which employees are connected together to attain the NSYC objectives. Without communication, there would not be exchange of ideas, messages and directives among others from superiors to subordinates or vice versa.

We shall briefly discuss types of communication broadly as formal, informal and lateral communication. Scholars (such as Onah, 2008, Stoner, et al, 2000; Robbins, 2000; Cole, 1996 and Wehrich and Koontz, 1993) appear to agree that communication can be classified into formal or official, informal or unofficial and lateral, diagonal or crosswise.

According to Onah (2008), formal communication is downward transmission of policies, directives and information that are necessary for what should be done from the top managers through the middle workers to the lowest workers in the NYSC. Similarly, formal communication flows upward through the same lines of authority in the form of feedback from the lowest workers through the middle level workers to the final decision-making levels (that is, top management). This pattern is necessary to enable managers to coordinate effectively the work under their respective authorities, though this method of communication is time consuming when viewed against the background of speedy decision-making and action requirement of modern organization.

Informal communication provides necessary communication outside the established formal lines of authority. This is important to maintain organizational linkages and to fill the gaps and omissions of the formal system. In the NYSC and as in most organizations in Nigeria, a lot of informal communication is carried out through rumors and gossips from friends, ethnic cliques and other sectional associations. It is also the means through which subordinate workers "appraise" their seniors.

Lateral communication is a form of informal communication found in one and the same organization or in one organizational unit. Lateral communication (or crosswise communication) cuts across organization or units. It is usually between colleagues or persons at the same level of organization (Onah, 2008).

Problems associated with effective communication in organizations include poor planning which is identified as a major barrier to effective communication in

organizations. Poor planning is a major cause of uncertainty about direction of the organization (Wehrich and Koontz, 1993). Closely related to the above is poor design of organizational structure, which makes communication and relationship in organizations unclear. Ineffective communication could leave managers uncertain of management expectation of the levels of performance required of them. At the same time, a combination of factors such as unclarified assumptions, semantic distortions, poorly expressed messages or language explain specific causes of communication problems in organizations. Filtering, selective perception, information overload, defensiveness, common apprehension or anxiety status differences and lack of trust are all barriers to effective communication (Onah, 2008).

Communication has been seen as the “life wire or heart” of any organization. It is an essential ingredient for effective administration of the NYSC. Administrative instructions that are not transmitted, vague, that are inconsistent may cause serious obstacles to the NYSC administration process.

c. Financial Resources

The National Youth Service Corps has a Governing Board that has some responsibilities. The Federal Government provides fund for the day to day running of the scheme. The state governments have their own contributions as provided by the decree. The Federal Government provides fund for the one month orientation of corps members three times annually.

These include feeding of corps members and camp officials during orientation camping, provision of corps members kits, paying stipends to corps members, which from March 2011 is nineteenth thousand, eight hundred naira (19,800), staff salaries and other emoluments. It is also the responsibility of the Federal Government to provide fund for other fiscal items needed by the scheme to function effectively during orientation camping.

The Federal Government reviews, from time to time, the monthly stipends paid to corps members which was previously N9,775.00 until march 2011 (NYSC Year Book, 2008, 4th Edition).

The Federal Government has, over the years, made a great stride in providing a befitting Head Office accommodation for the NYSC. The magnificent office structure located at Maitama, Abuja serves as the corporate Headquarters of the NYSC. Without fund the provision of office accommodation will be impossible.

However, in view of the fact that the Federal Government alone cannot fund the NYSC, the NYSC decree mandates each state government to release to the NYSC State Secretariat, a minimum of five hundred thousand naira (N500,000.00) annual subvention. This will enable the NYSC State Secretariat to cater for the welfare needs of corps members deployed in the state. This will also complement the efforts of the Federal Government in making corps members feel at home in their states of deployment (NYSC Year Book, 2008, 4th Edition).

Other responsibilities of each state government as spelt out by the decree include, the provision of modern orientation camp with adequate facilities, residential accommodation for the NYSC State Chief Executive (the NYSC State Coordinator), adequate office accommodation, provision of transit, caps, vehicles for inspection of corps members in their primary assignments locations and other facilities which are essential; for the welfare of corps members and for the successful administration of the programmes of the NYSC in the states.

Local governments, in line with the provisions of the enabling decree that set up the NYSC, assist the NYSC in the running of the scheme at the grassroots level. Similar to state governments' obligations, local governments provide money for the welfare needs and ensure security of corps members (NYSC Hand Book, 2008, 4th Edition).

As mentioned above, without adequate fund to procure the necessary facilities, the administration of the NYSC will not be possible. There is need for adequate fund for the continuation of the NYSC administration in Imo State. Even the building of the office accommodation needs money. All in all, money is very crucial for a successful administration of the NYSC objectives in Imo State.

Crude oil which accounts for 90% of the total exports and yields about 85% of federal government's revenue is unstable in the international market (United Nations Report, 1999). Dwindling economic fortune occasioned by the global economic meltdown and poor management of the economy is likely to worsen the problem of underfunding of the NYSC administration in Imo State.

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At this juncture, we shall briefly discuss public financial administration as it relates to the NYSC. The relevance of finance in the functioning of organization cannot be over stressed (Onah, 2005). Supporting this fact, Aborisade (1981) cited in Onah (2005) contended that;

Finance is like a thread that runs round the cloth, if the thread is pulled wrongly at one end, it will affect the design of the cloth and destroy its beauty. That is finance. It must be handled with care. It must be disbursed absolutely according to the financial regulation.

The above explains the essential role of finance and financial administration. For Kiragu (2002) the goals of an effective public financial management are as follows:

- a. Proper planning and budgeting for public expenditures;
- b. Effective and efficient administration of government revenues;
- c. Proper use of budget resources;
- d. Effective control of public expenditure;
- e. Accounting and reporting on public finance;
- f. Full accountability for public spending.

The above constitute a guide to proper information of what one is expected to do with the fund from government for the administration of the NYSC.

Dalton (1959) pointed out that public financial administration is an aspect of public finance which aims at controlling processes and operations of public revenue, public expenditure and public debt. He further went on to say that the scope of financial administration includes the collection, custody and disbursement of public money, the coordination of expenditure according to a well formulated plan, the management of public debt and the general control of the financial operation of the state. It also includes the preparation of the budget, its execution and above all the auditing of the finance of the state. In an effort to attain the aims of financial administration as outlined above, the government uses three policy instruments namely, fiscal policy, physical policy and monetary policy.

As we are concerned with finance as it relates to the NYSC policy administration, we may not go into monetary analysis. Suffice it to say that proper accountability is necessary for any money collected from the governments and same must be accurately and properly retired to the respective governments.

d. NYSC Community Development Services

Gregory and Gabriel (1993) maintained that the principles and objectives of the NYSC community development services (CDS) are the tradition of dignity of labour; commitment to the community deployed; greater insights into the people's customs, traditions and overall culture, greater emphasis on self reliance, enlightenment and

education of the local people on the operations of the NYSC and on life in other parts of the country; and finally, provision of a forum for training youths in the leadership of development initiatives.

The organization (NYSC Community Development Service) is mandatory for every youth corps members. It is categorized into a short term and tear-round development programmes, involving areas of education, health, social services and rural community development. Those funding the NYSC community development services include wealthy members of the society, the local government and state government; the commercial enterprises and the non-governmental organization (Danfulani and Aja, 2008).

The NYSC has done well in the area of community development services. Through the community development services programme in rural communities all over Nigeria are gradually transforming into a semi urban settlement. The experience in the Ngbakwu (Anambra State) integrated Rural Development (IDR) centre in rural transformation has been very positive. There are great changes in Mgbakwu because of the existence of the NYSC community development services. The village that was completely inaccessible by motor vehicles now has well constructed access roads and a functioning secondary school. A large poultry and arable farm, fully operational with a capacity to produce over five hundred (500) crates of eggs a week. There is also an NYSC garment factory located in the place as well as a resident Doctor for the clinics and some corps members galvanizing grassroots development in the areas of education, environmental beautification and erosion control, Medicare and agricultural

seed multiplication. The Integrated Rural Development (IRD) at the Eco-plaza has not only industrialized the community but has generated employment for the unemployed youths and women in the community. Rural poverty reduction is indirectly being tackled through the NYSC community development services (Danfulani and Aja, 2008).

Corps members also carry out group and individual projects that add to rural emancipation and creation of awareness amongst the rural populace. The community development service programmes (CDS) include amongst others, Anti-Drug, HIV/AIDS awareness, cultural performance, crime prevention, road safety, tourism and education etcetera.

Enegwea and Umoden (1993) opined that CDS activities of corps members have led to the design and fabrication of machines and tools which, if refined and mass produced, could be a panacea to the search for technological breakthrough. Some of these works by corps members were exhibited at the workshop on the NYSC 1990s. They include potato peeling machines, sugar cane press, weaving loom, interior decorations, paintings, ceramics, tie and dye (adire) cloths, engineering, designs, maize shelters among others. Through corps members' involvement in CDS programmes, many corps members after completion of their service year have formed non-governmental organizations (NGOs) along these lines. Some of these NGOs are being sponsored by foreign organizations. In this way, the corps members have created for themselves and others employment opportunities.

Contributing to the discussion on the NYSC community development services (CDS), Enegea and Umoden (1993) contended that a corps member participates once every week, away from his or her place of primary assignment, involves projects aimed at harnessing the skills, creativity and innovativeness of the youths into effective machinery for national development and is discharged to the corps members community. It used to be concentrated in a six-week programme, but is now once a week all year round. Its objects, among other include;

- a. harnessing the knowledge and skills of corps members into an effective machinery for achieving self-sufficiency in the priority areas of food production and provision of agro-based raw materials for industry, economic recovery and self reliance.
- b. Providing on-the-job training and experience for corps members in the area of health, engineering, agriculture, education and social services among others;
- c. Providing a forum for corps members to experiment with ideas and translate them into concrete achievements towards national development, and
- d. Developing the spirit of entrepreneurship in corps members thus deemphasizing dependence on the public service employment and promoting self employment ventures.

This community development phase of the programme is crucial because it taps into the practices in traditional African societies in their regular resort to meeting common challenges through common efforts. This practice of practical communal work

to build communities and confront communal challenges from road networks to traditional physical infrastructure, which has been eroded by urbanization and modernization was reconstructed and injected into the scheme.

The scheme took off with a modest beginning of 2,364 participants in 1973, rising to about 500,000 in 2000 (Ojo, E. 2009). This phenomenal increase in the number of participants over the years has necessitated corresponding channels in the organizational structure of the scheme from time to time.

Changes in organizational structure

The scheme started with a structure of a Director as Chief Executive at the apex, assisted by a few pioneer staff at the Headquarters and principal inspection as Heads of State Secretariats. Today, the NYSC has grown into a complex organization of a grade. A parastatal, with a Director-General as its chief executive assisted by Departmental Directors at the national Directorate Headquarters and State Coordinators in each of the thirty-six (36) states of the federation and the federal Capital Territory (FCT), Abuja. The scheme has branches in all the 774 local government areas in the country (NYSC, 4th Edition, 2008).

National Governing Board

The national governing Board is the highest policy- making body of the scheme. Membership of the board is drawn from various organizations and institutions which include. Committees of Vice-Chancellors and rectors of Polytechnics as well as the Army, the police, the Nigerian employers Consultative Association and representatives from the Geo-political zones (www.nysc.ng/index.php)

Office of the Director-General

The Director-General is the chief executive of the schemes as well as the accounting officer responsible for day-to-day running of the scheme and the implementation of policy decision, action plan and programmes of the scheme. It comprises three (3) statutory units namely: Public Relations, Internal audit and legal. They have specific functions as their names suggest. They constitute autonomous units under the direct supervision of the chief executive. The Public Relations and Internal Audit units are headed by Directors on grade level 17.

Departments

The National Directorate headquarters has six departments, each of which is further divided into divisions which are headed by deputy Director on grade level 16 and in some cases by Assistant Director on grade level 15. The

Director-General is to liaise with all functionaries of government and to serve as the secretary to the Board. He is also in charge of the Director on grade level 15. These are operations and common services which are further divided.

2.1.7b *The State Governing Boards*

At the state level, the state Governing Board is at the apex overseeing the affairs of the scheme. Just like the national Governing Board, its membership is drawn from cognate organizations in the state. These include representatives from the Army, the Police, Local Governments, Education, Agriculture, Commerce and Industry among others. The State Governing Board has specific functions, especially regarding the welfare of the corps members and the success of the scheme in the state. The NYSC Secretariats are located in each of the 36 states of the federation and the Federal Capital Territory, Abuja. They are headed by a state Coordinator who implements the policies and programmes of the state. Each secretariat has divisions headed by Assistant Directors on grade level 15. There are operations and common services which are further divided as follows: Chief Executive and Accounting Officer responsible for the day-to-day running of the scheme, implementation of the specific actions, policy decisions and programme of the scheme to achieve its objectives, provision of the enabling decrees and amendments as they relate to call-up, placement and issuance of national service and exemption certificates, preparation and submission of

annual report, budgets and accounts to appropriate quarters and so on (www.nysc.gov.ng/index.php).

2.1.8. National Youth Service Corps and National Integration

Undoubtedly, Nigeria is a plural and segmented society in all its ramifications. It is a country of 350,668sq miles and over two hundred and fifty ethnic groups nationalities subscribing to a multiplicity of religious faiths in a secular context (Ojo, 2009). According to Onwuejeogwu (1995), this uniqueness creates unique problems unknown to the experience of other peoples in the world. No western or Eastern civilization has even evolved a political system that has coped with these gigantic hyper-ethnic groups. This is problematic in the sense that plural and segmented societies do consider themselves biologically, culturally, linguistically and socially distinct from each other and most often see their relations in actual or potentially antagonistic terms. This is why national integration is more of a mirage in plural and divided societies than in homogenous ones. It is in this regard that Weiner (1987) argues that developing nations' central problem that is often more pressing than economic development is that of how to achieve national integration.

It was in attempt to integrate together her desperate ethno-linguistic entities that Nigeria opted for federalism in 1954 (Ojo, 2009). The assumption then was that federalism is a half-way house between separate independent states and unification.

It is a process of seeking unity without uniformity, more so where size, cultural and linguistic diversities, historical particularism and considerable decentralization prevail as in Nigeria. However, since 1954, the system is still far from being problem-free. Nigeria ethnic make-up still remains what Furnival (1948) calls in the strictest sense a medley (of people) for they mix but do not combine.

Access to power at the federal level is perceived as an advantage to appropriate federal resources in favour of the particular ethnic group(s) in power to the detriment of the (s) that is (are) left out. Accordingly, the struggle for power at federal level has always been fierce and often times bloody.

In spite of all unpleasant and sometimes even frightful experiences Nigerians have after each event, resolved to live together. The overwhelming voices in public debates, in the nation's print and electronic media, in the nation's academic institutions are living testimonies to collective aspiration of Nigerians to preserve this geopolitical space. Danfulani and Aja (eds) (2008) opined that Nigeria is often being described as an artificial creation arising from colonialism. However, looking more closely at the history of the country, it seems to be that a long turbulent meeting between diverse peoples whose destinies have been carved by outside influence continue to live together; the Nigerian national Youth Service Corps is established in 1973 as a veritable tool for the realization of national unity and integration.

Ethnicity Versus National Integration

The geographical space now called Nigerian came into existence following the amalgamation of the Northern and southern Protectorates in 1914, which was part of an attempt at national integration. According to Eneje (1999), it was just a mere cosmetic expression. This means that it was not a true binding of diverse ethnic, cultural and belief systems into a homogenous entity. It only helped in re-directing the violent trend of ethnicity.

The 1999 constitution of the Federal Republic of Nigeria, Section 15, subsections 2 to 4 recognize the negative effects of ethnicity in Nigeria's development. It stated that, national integration shall be actively encouraged while discrimination on the grounds of place of origin, sex, religion, state, ethnic or linguistic association shall be prohibited. For the purpose of promoting national integration, it shall be the duty of the state to:

1. Provide adequate facilities for and encourage free mobility of people, goods and services throughout the federation.
2. Secure full residence right for every citizen in all parts of the federation.
3. encourage inter-marriage among persons from different places of origin or of different religions, ethnic or linguistic associations and ties, and
4. Promote or encourage the formation of associations that cut across ethnic linguistic, religious and other sectional barriers.

The constitution further provided that the state shall foster a feeling of belonging and of involvement among the various people of the federation to the end that loyalty to the nation, shall override sectional loyalties. From the

foregoing, it is an incontrovertible fact that ethnicity has constituted a serious stumbling block to national integration by the spread of ethnic prejudice.

The federal practice and citizenship in Nigeria created structural imbalance which had 136 elected representatives and of which the northern region alone regions put together or to do what they want (Ayoade, 1988). Frankel (1986) opined that whatever the disparity is as great as to make one constituent state permanently dominating collective decisions, it results in unitary centralism rather than federalism, which is the case in Nigeria. Indeed, from all indications, the structural imbalance generated fear of domination among various groups in the country, most especially the minority ones.

Elaigwu (1977) contended that the South feared the northern political domination by population and land mass, while the north is equally afraid of Southern edge in skills it got from Western education acquired earlier than the North.

Thus, ethnicity maintains and perpetuates the gap between the north and south and makes efforts by the federal government to neutralize the gap difficult. Hence, Nigerian unity and integration still appears superficial.

Ugwu (2000) posited that the peddling of ethnic ideology stimulated the formation of the Northern Peoples Congress (NPC), a party that symbolized the feudal structure of northern Nigeria (Dudley, 1982; Sklar, 1983 and Coleman, 1986). The NPC had its Motto "One North, One Destiny, One constitution".

Buhari portrayed himself as a leader who cherishes the introduction of divisive issues such as ethnicity and religion. In his discussion of the future of the country in his electioneering campaign for 2003 elections was quoted as saying that the Muslims should vote for only Muslims and that the islamization of Nigeria is a matter of time (<http://www.westafricare.view.Comissues5/akinyele.htm>). The Action Group did not believe in Nigeria as component regions with a weak centre. To Nzimiro (1993), both NPC and AG parties were represented by the new National Bourgeoisies as well as the old traditional, feudal oligarchies. In essence, regional ideology was sponsored by the national bourgeoisies of both parties. The NCNC, dominated by the igbo bourgeoisies, fell into the same tribal trapping laid by the colonial rulers.

The essence of the above presentation is to demonstrate how such conditions could not have been favourable for attainment of national unity and integration. Against this background lies the ever rising wave of ethnic affiliations in the present political arrangement in the country. It is worth noting that all these ethnic regions contained several ethnic and sub- ethnic groups whose activities, constitute a serious threat to national unity and integration.

2.1.9 Contributions of the National Youth Service Corps Scheme and Challenges

Some people have argued that the scheme has performed creditably and has yielded enough dividends, while others contend that it has failed to justify the rationale for its establishment. Its contributions include the following:

Dependable Source of Manpower

The NYSC scheme has come to be a major source of labour for government and the private sector. Every year large contingent of corps members are deployed to government and private establishments for their primary assignments. They do not only present an advantage of exhibiting high level of fresh skills acquired in schools and bringing such to bear on their jobs but are also a source of cheap labour for the various establishments who make use of them. Active participation in primary and secondary assignments has afforded the corps members the opportunity to contribute their own quota to the development of the country.

i. Manpower Supply to Education

It is clear that secondary institutions all over Nigeria make use of corps members. Okwugba, et al (1984) appraising the contributions of the NYSC teachers in Onitsha urban area of Anambra state concluded after thorough observation of the NYSC scheme through corps teachers in the area. They went on to comment that such teachers exhibited high level of competence in schools and other related activities. Private secondary schools also rely heavily on corps members to effectively run their schools. Agreeing with Okwugba, et al, Momoh (1991) has

noted that the scheme has commanding role in the supply of high level manpower to schools and colleges of education. Also reporting at Nsukka, Egwuda (1982) asserted in his report of staff population study of form five students and corps teachers that the corps teachers did better in classroom teaching than others. In all, it is evident that the NYSC scheme has helped in post primary schools in Nigeria.

ii) Manpower Supply to Health Sector

The NYSC scheme has performed abundantly well in the area of health care delivery. Many corps medical doctors and other medical personnel are posted to rural areas. The shortage of medical personnel is part redressed by deployment of the bulk of qualified medical experts to rural areas. Through the NYSC posting policy of a minimum of two medical doctors and other corps medical personnel to each local government area, health care delivery has been enhanced in the rural areas. In the past years they have been involved in organized enlightenment of rural communities. This is more so in the area of environmental sanitation, safe drinking water, family planning and reproductive health as well as campaign against HIV/AIDS and drug abuse. They also participate in immunization against polio, yellow fever, cholera and so on (Kolawole, A.A., 1992). Esuruosho, (1992) in the same vein highlighted the usefulness of veterinary doctors in the treatment of domestic animals.

Contributions in the Area of Agriculture

The scheme has been involved in agriculture since inception through the corps members' secondary assignment. The crops cultivated include maize, cassava, rice, guinea corn, millet, pineapple, sorghum and cowpea. It has also done well in oil palm production. These farms are located in different states of the country, example, rice farms are located in Akwa Ibom, Sokoto, Enugu and Niger State. Maize farms are located in Abuja, Ondo, Adamawa, Oyo, Kogi, Kebbi, Plateau and Delta States. Kaduna and katsina States harbour the guinea corn and millet farms. Cassava farms are found in Imo, kwara, Edo and Ogun States. The pineapple farm is located in Cross River state. The oil palm plantations are located in Akwa Ibom and Osun states.

Apart from crop cultivation, the scheme has also been involved in different areas of livestock farming. These include piggery, poultry, fisheries and cattle fattening farming. The poultry farms are located at Ondo, Benue, Imo State Osun States. The piggery farm are found in Lagos, Enugu and Plateau states, the fishery farms are located in rivers, Osun and Ogun States. The Cattle fattening farms are established in Sokoto, Katsina, Kano and Bauchi States.

Effects on National Unity and Integration

The existence of the National Youth Service Corps is informed by the fact that the magnitude of corps members mobilized yearly foster interaction that creates friendship and brotherhood. Since the mobilization of corps members is a yearly

event, the NYSC is one of the few organizations that yearly provide an unique opportunity for Nigerian youths to know one another and blend in one community, Momoh, (1991) opined that no other single organization in Nigeria can claim greater impact than the NYSC in strengthening national unity and integration. The posting of the youths outside their cultural zone, bringing them into firsthand contact with the local culture in their place of service, helps to foster assimilation and acceptance. This ensures interactions with the cultures of other people. Positive adaptation produces interaction that leads to unity. Ndubueze (2003) contended that the deployment of corps members to serve in the various states of the federation has assisted in the distribution of skilled manpower that has provided great opportunities for national integration and national unity. Abimbola (1993) asserted that the one year compulsory scheme has been a vehicle for youth mobilization towards national integration, better understanding and accelerated development.

Given the volatile nature of the Nigerian society, the NYSC posting method has reduced the incidence of pending violence across the country (except the Boko Haram in the northern part of Nigeria that continues to kill Christians including corps members in post-presidential election results). This is as a result of the fact that any group that plans mayhem against another ethnic group in their own locality would be cautioned by the damaging effects of any negative action on their corps members serving in other places. By implication, the scheme forces on the Nigeria people the spirit of tolerance. The fact that the scheme is still on course may imply that the scheme is still striving to achieve national unity and integration.

Challenges

The National Youth service Corps scheme has some challenges that may endanger its relevance. One is the dearth of finance. It depends solely on funding from the federal government, which in all cases is hardly enough to enable the scheme carry out its responsibilities effectively. As a non-profit making scheme, it is extremely very difficult for the scheme to turn elsewhere for additional funds other than the government and this has affected operational mechanics of the scheme.

The other is an unnecessary concessional posting, when some of the NYSC directorate officials yield to preferential posting. Where corps members begin to serve in their own localities, the very essence of national integration and unity arising from cross-cultural positing is defeated. Another challenge is that officials connive with corps member for special and preferential postings to areas of primary assignments. It is common practice of corps members lobbying to be posted to some establishments termed lucrative without cognate knowledge required to serve in those places. (Ndubueze 2003) asserted that what pervades the entire scheme is the rejection syndrome. Many corpers after the orientation programme roam the streets looking for where to be accepted to serve the nation. Some government establishments and private organizations reject them with impunity. This does not augur well for the present and future of the NYSC scheme. The moment corps members are released from the orientation camp, they are in most cases on their own. Some of them roam the streets, in strange lands without places to sleep especially those who suffer the shocks of rejection by employers of labour. In an

attempt to offer accommodation to mostly female corps members, they begin to harass them sexually. There are also the problem of 'money bags' where the NYSC staffs are bribed to do preferential postings of corps members that undermine the realization of the objective of national integration and unity.

There is also the problem of truancy of corps members. There are loopholes in the control mechanism of the scheme, some corps members stay off their places of primary assignments for months. These categories of corps members do not understand and appreciate the cultural practices of the states they were posted to serve. This was against the scheme's tenet of encouraging national integration and unity. Religious intolerance also posed a challenge. Some found it very difficult to relate freely with other religions. Consequently, when there was any religious crisis, the destruction and killing were done irrespective of one's membership of the NYSC. The post-presidential election crisis in the northern Nigeria on April 16, 2011 was the extreme case where corps members were forced to recite the Kor'an, where they failed because they were not Moslems they were killed by Boko Haram. Also, some orientation camps were poorly developed. There were cases where corps members had no hostel accommodation and had to operate from outside or pitch tents in the field as makeshift accommodation. All these challenges threatened the very existence of the scheme.

THE CORPS MEMBERS SERVICE YEAR

The National Youth Service Corps year consists of a four-phase programme, made up of the following:

1. Mobilization
2. Orientation
3. Primary assignment and community development and,
4. Winding up activities and passing out parade, (NYSC Year Book, 2008:9)

MOBILIZATION:

The responsibility of mobilization or call-up of respective corps members vide the National Youth Service Corps enabling Decree is vested in the National Directorate. The process begins during the academic year preceding the service year. The National Directorate Headquarters in liaison with the tertiary institutions which produce the prospective service corps member collects and processes data on and draws up a list of all eligible prospective service corps members. The instrument that authorizes the deployment of each corps member is the call-up letter which comprises such information as the corps member's name, course of study, personal number, year of service, and the institution attended. It also contains the name of the state of deployment, the date of commencement of orientation and orientation camp location.

The call-up letter issued by the National Directorate Headquarters is collected by the corps members from the student affairs officer of his/her institution and is given to students who passed their degree and diploma. Candidates who have reference in their final papers or failed their degree or diploma are not eligible and are compelled to pass those examinations before they can collect their call-up letters and leave their institutions.

Mobilization of foreign trained Nigerian graduates from foreign universities, however, report directly to the National Directorate Headquarters for the evaluation of their certificates, preparatory to deployment.

There is however a provision that a final year student who:

- a. Is over the age of thirty (30)
- b. Has served in the Armed Forces or the Police or the State Security Services for a period of more than nine months and
- c. Has been conferred with any National Honours, is exempted from service.

Such a candidate collects his Exemption Certificate from the National Directorate Headquarters.

It is crucial to note that a prospective corps member does not have input in the entire deployment process. It is the National Directorate Headquarters which ensures that the provisions of the enabling Decree are adhered to, namely that:

- a. As far as possible, youths are assigned to work in States other than their States of origin.
- b. Each group is assigned to work together as representative of the country as possible, and that
- c. The youths are exposed (through their posting) to the modes of living of the people in different parts of the country with a view of removing prejudice, eliminating ignorance and confirming at first hand the many similarities among Nigerians of all ethnic groups.

However, these provisions notwithstanding, prospective corps members could be given concessional posting on health and marital consideration, but are expected to produce medical reports from University Teaching Hospitals, Medical Centres of relevant tertiary institutions, General Hospitals, Military or Mission Hospitals and must be signed by Chief Medical or Health Officer or Consultant of such hospitals. As for married women, they are expected to produce marriage certificates and/or newspaper publication of change of name authenticated by evidence of maiden name.

Orientation Course

Upon call –up and reporting to their states of deployment, the corps members register for the orientation course. Only corps members who registered on the third or fourth day of the orientation course are allowed to participate in the orientation

exercise. The orientation course is designed to achieve the following objectives of the scheme.

- a. To give the corps members a better understanding of the objectives of the National Youth Service Corps Scheme and enable them to internalize its ideals.
- b. To familiarize corps members with their new environment, in their political, cultural, social and economic setting.
- c. To instill discipline in the Youth and
- d. To imbue in them the spirit of collective responsibility (NYSC Year Book 2008: P23).

Components of the orientation course

- i. Swearing-in ceremony
- ii. General Orientation course
- iii. Professional orientation and
- iv. Terminal parade

Swearing-in ceremony

The swearing –in-ceremony marks the formal commencement of the orientation course following the closure of registration of corps members. It essentially involves the administration of the Oath of allegiance to participants and their declaration of the National Pledge. The swearing-in ceremony is the first significant high point of the

service year and efforts are made during each ceremony to avail corps members the opportunity of interacting with the state dignitaries, including the State Governor, Chief judge of the State High Court, members of the National Youth Service Corps State Committee, members of the State Executive Council, traditional leaders and community leaders. The main features of the swearing in are:

- a. Formation of corps members in readiness for parade
- b. Arrival of dignitaries
- c. Arrival of the State Government and the singing of the National Youth Service Corps Anthem.
- d. Inspection of Guard of Honour mounted by corps members at parade for the State Governor.
- e. March –past of corps members with the State Governor taking the salute.
- f. Address delivered by the National Youth Service Corps State Coordinator, Chairman National Youth Service Corps Governing Board and the State Governor.
- g. Administration of the oath on corps members by the State Chief Judge.
- h. Signing of the oath by both the corps members and the State Chief Judge.
- i. Singing of the National Anthem followed by National Youth Service Corps Anthem to end the ceremony and
- j. Inspection of camp facilities by the State Governor

Orientation Camp Organization

The Directorate Headquarters Organizes the orientation as well as determines the general structure of camp administration. Each camp comprises two categories of officials –NYSC and non –NYSC. At the head of orientation Camp administration is the camp Director, an NYSC Senior Officer, who is accountable to the State Coordinator in the day to day administration of the camp. Next to him in the hierarchy is the commandant, an Army Officer responsible for the discipline, physical training and drills of corps members as well as the general security of the camp. He is assisted by non-commissioned officer and other ranks. Other officers are NYSC Staff, the Police, Man “O” War and Red Cross Society. To complement these officials are auxiliary staff who include cooks, cleaners and security men.

This orientation general administration is based on the committee system assigned to a specific schedule of duty. Except the security which is headed by camp commandant, all other committees are headed by the NYSC officials. These committees include: Kits Distribution, Maintenance, Security, Camp Court, Sports, Language study and Health. Others are: Food, Social, Evaluation, Orientation Broadcasting Services (OBS) and Finance.

The course content is broadly divided into two (2) –physical training and intellectual activity. The former consists of physical education, leadership and Man “O” War training, while the later takes the form of lectures on topics in such areas as culture, history, politics and economy of the state.

Other components of the orientation are the study of dominant local language to help corps members communicate with the local people and interact freely with them and the Entrepreneurship Development Programme which aims at equipping corps members with the basic skills that will enable them set up business of their own after the service year.

Towards the end of the orientation course, professionals like lawyers, doctors, engineers, pharmacists and teachers are given professional orientation. The aim is to prepare them for the peculiarities of their host communities and the expectations from them during their primary assignments.

Professional Orientation

This aspect of the orientation programme is usually organized during the third week of the month-long course. It is aimed at preparing professionals like teachers, doctors, lawyers, engineers among others for the peculiar circumstances of the State and for what is expected of them in the field of the State and in the field of service during their primary assignments.

Terminal Parade

The terminal parade formally brings the orientation course to an end. Among the highlights are a colourful parade of corps members in their platoon formations, presentation of prizes to outstanding individual corps members, cultural acrobatic

displays, distribution of primary assignment posting letters and good will message to corps participants.

Primary Assignment and Community Development Services

Passing out from the hectic and intensive training of the one- month orientation course, the corps members proceed to the primary assignment which they combines with the Community Development Service; the two most important and demanding aspects of the entire National Service.

The Primary Assignment is done under an employer either in the public service or private sector. The Community Development Service (CDS) is a package of projects aimed at harnessing the skills, creativity and innovativeness of the Youths into effective machinery for national development and is discharged to the corps members host community.

The Community Development Service used to be a six-week programme running through the Christmas and Easter holidays. But presently, the service had been structured into a Year –Round Community Development Service (Enegwea and Umeden 1993).

Winding –up Activities and Passing –out Parade.

This programme draws the curtain over the service year. It is the occasion at which all dignitaries who were present at the orientation and swearing-in-ceremony gather again to bid the corps members a befitting farewell.

The passing out parade normally brings all the corps members back from their various primary assignment posts to a central location, usually the State capital. The parade, which is usually conducted with colour, pomp and pageantry and attended by the State Governor and also provides an opportunity for general evaluation, to determine whether or not the corps members have effectively internalized the ideals of the scheme.

Besides the parade, the winding-up programme also features cultural displays, drama performances and presentation of prizes to those corps members who excelled in their various assignments during the service year.

2.2. GAP IN THE EXISTING LITERATURE

In the course of the literature review, efforts were made to define the concept of youth according to different scholars and there was no agreement on the definition of the youth among scholars. We also defined the concept of public policy implementation. We analyzed some crucial implementation factors that can either hinder or enhance administration of National Youths Service Corps in Imo State. We observed that these critical factors of human and financial resources are interrelated and interact with one another to frustrate or help the administration of the NYSC in Imo State. Thus, the human resources fuel the financial engine. Without human resources the financial engine cannot operate. Therefore, all undertakings and operations depend upon human resources. It was also clear that a successful

administration of the National Youth Service Corps must include the NYSC community development services (CDS).

In the literature reviewed, none of the scholars addressed the issues of the administration of national Youth Service corps in Imo State, Nigeria. This work therefore, fills this gap in the existing literature.

2.3. THEORETICAL FRAMEWORK

A theory provides the tool with which we try to analyze issues and causations in order to determine what is real and what is not. It is important at this juncture to provide an analytical basis of explanation which would enhance a better appreciation and understanding of the administration for the National Youth Service Corps in Imo State, Nigeria.

The framework we adopted for this study is the policy implementation theory. Some notable proponents of implementation theory are Narendra Raj Paudel (2009) and Egonmwan (1991).

Research on policy implementation theory has been a hot discourse among social scientists since 1970s. The main aim of research was at that time to find out a concrete theory of policy implementation. There are different schools of thought in relation to policy implementation theory. The first generation implementation theory researchers viz, Pressman and Wildavasky (1973), among others, found out the problems of policy implementation. That is,

the uncertain relationship between policies, decisions and implemented programmes. Similarly, the second generation implementation studies viz, Goggin, et al (1990); Matland (1995) among others, focused on the development of an analytical framework of implementation which include the top-down, bottom-up perspectives and their synthesis.

Narendra (2009) argues that policy implementation studies are not value free due to socio-cultural, political and economic variations in the country's context. This point is particularly important in an era in which processes of government have been seen as transformed into those of governance (Hill and Hupe, 2012).

Consequently, Narendra (2009) contended that implementation literally means carrying out, accomplishing, fulfilling, producing or completing a given task. He further went on to say that policy implementation encompasses those actions by public and private individuals or groups that are directed at the achievement of objectives set forth in policy decisions.

From the above discussions, implementation can be conceptualized as a process, output and outcome. It is a process of a series of decisions and actions directed towards putting a prior authoritative decision into effect. Narendra (2009) opines that the essential characteristic of implementation process is the timely and satisfactory performance of certain necessary tasks related to carrying out of the intent of the law.

Additionally, Narendra (2009) was of the view that implementation can also be defined in terms of output or the extent to which programmatic goals have been satisfied. Hence, the focus of the research was the extent to which the National Youth Service Corps was implemented in Imo State, Nigeria.

However, Egonmwan (1991) contended that policy implementation refers to the process of converting inputs- financial, information, materials, technical, human, demands, support among others into outputs-goals and services (including values like rules, titles and national awards that support behaviour changes in beneficiary groups). He went further to say that it is the stage where the earlier preparation and designs, plans, and analyses are tested in the harsh light of reality. Policy implementation involves a process of moving forward a policy objective by means of administrative and political steps.

We have adopted a synthesis of the first and second generation of policy implementation theorists.

The main tenets of the theory are:

- a) There are uncertain relationships between the public policies, decisions and the actual implementation of the intent of the law.
- b) Policy implementation are not value free because of the socio-cultural, political and economic changes in the country.

- c) Policy implementation has to do with carrying, accomplishing, fulfilling or finishing a given task.
- d) Implementation is aimed at the realization of the objectives as anticipated by the policy.
- e) The crucial feature of implementation process is that it is timed within which to complete a given task.
- f) Implementation can also be explained in terms of output or the extent to which a scheme was carried out.

2.4. APPLICATION OF THE THEORY

The analytical utility of the implementation theory and its relevance in the explanation of administration of the National Youth Service Corps for the achievement of national unity and integration is predicated on the provision of adequate human resources, adequate fund and communication among others.

According to Egonmwan (1991), implementation is the process of converting inputs-human resources, finance among others into outputs- goods and services. It is viewed as a process of interaction of critical implementation factors that are interrelated to enhance or hinder implementation of the National Youth Service corps in Imo State. Without the critical factors, implementation of the National Youth Service Corps may be halted and Imo State implementation

of the NYSC will fail. If the Community Development Services are not directed towards the achievement of national unity and integration, what is the essence of putting them in place?

The equitable distribution of members of the service corps and the effective utilization of their skills in areas of national needs are to attain the objectives as mandated by the NYSC policy. To make sure that the NYSC policy is implemented, youth are assigned to jobs in states other than their States of origin in a manner that is as representative of Nigeria as possible. The Nigerian youths are exposed to the modes of living of the people in different parts of Nigeria. The Nigerian youths are encouraged to eschew religious intolerance by accommodating religious differences and to seek career employment anywhere in the country at the end of their service year. Through these elaborate processes it was hoped to transform decisions and objectives of the National Youth Service Corps into operational terms and the continuing efforts to achieve the large and small changes required by policy decisions.

Without adequate, skilled and well-motivated workforce operating within a sound human resource management programmes, implementation of the National Youth Service Corps in Imo State may not be possible. Through these elaborate processes, it was hoped to transform decisions and objectives of the

National Youth Service Corps into operational terms and the continuing efforts to achieve the large and small changes mandated by policy decisions.

The importance of finance in the functioning of the NYSC implementation in Imo State cannot be over emphasized. It must be handled according to the laid down procedure. Finance as it relates to the NYSC implementation must be disbursed absolutely according to the established financial regulations. If there is inadequate fund to pay workers salaries, for payment of corps members' stipends, for provision of food during orientation, corps uniform, adequate accommodation for corps members and officials welfare and security, even for provision of goods and services among others, the implementation of the NYSC in Imo State may be adversely affected.

Incidentally, communication is an essential factor for a successful implementation of the NYSC in Imo State. Weihcich and Koonts (1993) were of the view that communication is the transfer of information from a sender to a receiver with the information being understood by the receiver. The processes of implementation are predicated on efficient and effective communication system among the state, local governments and the operating agencies that are involved in the NYSC implementation in Imo State. Where communication fails to coordinate the activities of the NYSC implementation in Imo State, the implementation may run into difficulties.

2.5. HYPOTHESES

Hypothesis acts as a compass which regulates and guides the researcher during the course of a research. The questions raised by the hypotheses guide the work towards specific validations or authentication. With regard to the research problem and the stated objectives, the following hypotheses are put forward for investigation.

1. Human resource have negatively affected the administration of the National Youth Service Corps in Imo State, Nigeria.
2. Funds affected the effective administration of the objectives of National Youth Serve Corps in Imo state.
3. Communication among the federal, state, local governments and operation agencies constitutes impediment to the effective administration of the NYSC in Imo State.

2.6. OPERATIONALISATION OF KEY CONCEPTS

To enhance understanding the clearly measure variables in this study the following concepts are operationalised.

The state: A state is politically organized body of people occupying a definite territory and living under a government entirely free from external control and competent to secure obedience from persons within it. A state is a community of men and women organized for preserving and creating order and general well-being its members.

Influence: Is the ability to produce or influence or to affect character beliefs or actions.

Integration: To become full member of a community rather than remaining in a separate group. In this case, is the incorporation of desperate ethnic or religious elements of the population into a unified society.

Administration is the organization of human and material resource towards the attainment of set objectives. Implementation involves the translation of goals and objectives of a policy into concrete achievements. This equally involves the organization of human and material resources. Hence, in this study, administration and implementation are used synonymously and interchangeably.

CHAPTER THREE

3.0 STUDY AREA AND RESEARCH PROCEDURE

THE STUDY AREA: MAP OF IMO STATE



Source: <http://www.google.com/nigerianmaps/imostate>

HISTORY

Imo State came into existence in 1976 along with other new states created under the leadership of the military ruler of Nigeria, Murtala Muhammed, having been previously part of East Central State. The state is named after the Imo River. Part of it was split off in 1991 as Abia State and another part became Ebonyi State. The main cities in Imo State are Owerri, Orlu and Okigwe. The Orashi River has its source in this state. The local language is Igbo and Christianity is the predominant religion.

Geographical and National Resources

Imo state lies with latitude 4°45'W, 4°45'N, and 7°15'N and longitude 6°50'E and 7°25'E with an area of around 5,100sqkm. It is bordered by Abia State on the East, by the River Niger and Delta state on the west, by Anambra state to the North and Rivers State to the South. Besides Owerri, Imo State's major towns are Isu, Okigwe, Ohuta, Orlu, Mbaize, Mbano, Mbieri, Orodo and Orsu.

The state is rich in natural resources including crude oil, natural gas, lead and zinc. Economically exploitable flora like the iroko, mahogany, obeche, bamboo rubber tree and oil palm predominate. However, with a high population density and over farming, the soil has been degraded and much of the native vegetation have disappeared. Deforestation has triggered soil erosion which is compounded by heavy seasonal rain fall that has led to the destruction of houses and roads.

Climate

The rainy season begins in April and lasts till October. An average annual temperature above 20°C (68.0°F) creates an annual relative humidity of 75%. With humidity reaching 90% in rainy season, the dry season experiences two months of harmattan from the December to late February. The hottest months are between January and March.

Government

The state has a three-tier administrative structure: state, local and autonomous community levels. The three arms at state level are the executive, the legislative and the judiciary. The executive arm is headed by an elected Governor who is assisted by a deputy governor, commissioners and executive advisers.

Local Government Areas

Imo State is made up of twenty-seven local government areas. They are, Aboh Mbaise, Ehime mbano, Ezinihitte Mbaise, Ideato north, Ideato south, Ihitte/Uboma, Ikeduru, Isiala Mbano, isu, Mbaitoli, Ngor Okpala, Njaba and Nkwerre. Others are Nwangele, Obowo, Oguta, Ohaji/Egbema, Okigwe, Onuimo, Orlu, Orsu, Oru East, Oru West, Owerri Municipal, Owerri North and Owerri West.

Demographics

The estimated population is about 4.8 million and the population density varies from 230 to 1,400 people per kilometer.

Education

There are several institutions of higher education with some being run by the state government and others by the federal government. The universities are Imo State University run by the state government; federal University of technology, Owerri, Federal Polytechnic, Nekede, Alvan Ikoku Federal University of Education, Owerri run by the federal government and Imo State Polytechnic, Umuagwo, run by Imo State Government.

3.1 SOURCES AND METHOD OF DATA COLLECTION

Data for this study were gathered from two main sources. These were primary (questionnaires and interviews) and secondary (written materials) sources.

Primary Sources:

The questionnaires were the most important data collection instrument for this study. Poor questionnaire can obviate the entire research by undermining the validity of the information obtained. Extreme care was therefore taken in structuring and framing the questions. Short sentences with simple words were used.

Another source of primary data collection was oral interviews. Interviews were conducted with selected sample of corps members and NYSC staff. The categories of people interviewed included:

1. The Imo State NYSC Coordinator (or the person expected to implement the programme of the NYSC);
2. Two Assistant Directors-for Operations and Common Services;
3. Head of Administration;
4. Head of Finance and Accounts;
5. Head-Corps Members' Welfare;
6. Head-Mobilization;
7. Head-Community Development Services;
8. Serving corps members-two from each selected local governments =16
9. Former NYSC people (alumni)-two;
10. Citizens from the selected local governments-one each =8 people

A total of forty eight (48) people were interviewed.

Secondary Sources:

We collected data from secondary sources such as Books, Government Publications, Magazines, Journals, Newspapers, NYSC Handbooks and Internet Materials which were relevant to the research.

3.2. POPULATION OF THE STUDY

The National Youth Service Corps takes place in the twenty seven (27) local governments of Imo State, namely Oru-east, Oru-west, Nwangele. Owerri Municipal, Owerri west, Owerri North, Obomo, Oguta, Ohaji/Egbema, Aboh Mbaize, Ahiazu Mbaize, Ezinihitte Mbaize, Ehime Mbano, Isiala Mbano, Mbaitoli, Isu, Nkwerre, Ikeduru, ideato North, Ideato South, Ihitte Uboma, Mbaitoli, Ngor Okpala, Njaba, Okigwe, Onuimo, Orlu, Orsu, that is, the four NYSC zonal Headquarters of the state. The total population of the study was one thousand, nine hundred and sixty nine (1,969), made up of 1,769 serving corps members from batch 'A' 2011; 24 former NYSC people (alumni), all NYSC staff and the entire selected host local governments areas of Imo State. The population for the study was a total of 1.4 million people.

3.3. SAMPLE SIZE AND SAMPLING PROCEDURE

Considering the magnitude of the study population, it was necessary to work with a representative sample. According to Nwana (1991, p:70-72), choosing a representative sample has no fixed percentage. If, for example, the population is a few hundreds, a 40% or more will suffice. But if many hundreds, a 20% while if several thousands or more, a 5% or less will be adequate. Based on this specification, the study worked with 20% of the population of 1,769 2011 Batch 'A' corps members. We were informed by the choice of 20% as this will not only be a representative sample but also manageable. That is, 337 corps members. But for calculation convenience, we worked with three hundred and

thirty (330) serving corps members. We made use of purposive sampling method to select twenty four (24) former NYSC people (alumni) in the population. This is to make the sample manageable. We purposively selected eighty two (82) NYSC staff and sixty four (64) citizens, eight citizens from each selected local government of Imo State. It is also to make the sample manageable. A total of five hundred (500) people were our sample size.

Sampling Procedure

For sampling procedure, we adopted a multi-stage sampling procedure. In this procedure, the selections of units into the sample were organized in stages. This involved combination of sampling method. For the study, four stage sampling methods were employed. At each stage, there was a stratification and within each stratum a random sampling method and/or purposive sampling method was used to select three hundred and thirty corps members and purposively selected eighty-two graduate NYSC staff.

However, we adopted purposive sampling method to choose from the twenty-seven local governments from which we chose our research subjects. The local governments in the state were classified into four NYSC Zonal headquarters namely, Owerri, Mbaise, Orlu and Okigwe. We purposively selected eight local governments which constitute thirty percent of the total 27 local government areas as our sample size. Each local government in each NYSC Zonal Headquarters was represented in a folded piece of paper from which two draws

were made. Two local governments were selected from each NYSC Zonal headquarters except Orlu which had more local governments than the rest from which we selected three local governments.

From the random draws, the following local governments have been selected as the local governments for the study. For Owerri NYSC Zonal Headquarters: Owerri Municipal (70), Owerri west (60), for Okigwe (30), Isu (30): for Orlu NYSC Zonal Headquarters: Orlu (50), Nwangele (30), Nkwerre (30) and for Mbaize NYSC Zonal Headquarters: Aboh Mbaize (30).

We divided the people into strata, namely, corps members organized in the four NYSC Zonal Headquarters of the twenty seven local government areas of the state, former NYSC people (alumni), NYSC staff, citizens, each of these group of respondents was taken as a stratum after which we divided five hundred people for the four strata as follows:

1. Corps members- state = 130 (Owerri West, 60; Owerri Municipal. 70)
 - 1b. Corps members-Local governments= 200 (Okigwe, 30; Isu,30;
Nkwerrre, 30; Aboh Mbaize 30)
 2. Former NYSC people (alumni)= 24
 3. Graduate NYSC Staff-Secretariat= 82 (State-Owerri and local Governments.
 4. Citizens 64 (in the eight local Governments, 8 each)
- Total = 500

3.4 METHOD OF DATA PRESENTATION AND ANALYSIS

For the purpose of achieving the objectives of this research, therefore, presentation and analyses of data were qualitative and deductive. Qualitative materials were classified into required categories so that the researcher described them in a more orderly manner. Data were represented in frequency distribution and simple percentages; Tables and Bar Charts; Means and Chi Square Analysis were statistical tools used to analyze the data we derived from the questionnaires administered to our respondents.

Thus, the application of these methods enabled us to test our hypothesis qualitatively and quantitatively.

3.5 RELIABILITY AND VALIDITY OF THE INSTRUMENTS

The instruments were scrutinized for content reliability and validity by two specialists in the faculty of education, Department of measurement and evaluation, Imo State University. One expert in the department of Political Science, Imo State University and another specialist in the department of public administration, university of Nigeria, Nsukka. This procedure ensured that the items strictly address the research questions and hypotheses for the study. For this study therefore, multiple data gathering approaches were used to ensure the reliability and validity of the study.

Reliability and validity are two concepts that are necessary for ascertaining the appropriateness of the measuring instrument in a research. Reliability alludes to the consistency of the measuring instrument. It involves measuring variables and obtaining consistent results at each repeated measurement (Nzelibe 1995). Reliability makes reference to accuracy and precision of the results obtained over time.

Validity of measurement notwithstanding, determines the extent to which the researcher is measuring what he claims to measure. A researcher should be concerned about the research instrument being able to achieve the specific measurement.

Reliability and validity are key issues in most measurements. Asika (1991:69) asserts 'validity can be defined as the degree to which a measuring instrument measures what it is designed to measure". A researcher should be concerned about the research instrument being able to achieve the specific measurement. It is on this premise that the duty of the researcher is to ensure a correct design in order not to measure something else.

Logical validation was employed to guarantee the validity of this study. Obasi (1991:121) states that logical validation is a careful attempt at ensuring that the contents of the research instrument is based on theoretical knowledge in the field being studied and by convincing oneself that common-sensically, the

items or questions in the instrument are logically reflective of what is being studied.

The research instruments (questionnaires and interview guides) having been constructed by the researcher under the guidance of the research supervisor and other experts, who subjected the instruments to theoretical and practical validity, is deemed to conform to the theoretical knowledge and logically reflective of the theme of this study. In order to make provision for the reliability of the questionnaires and interview guides format as major instruments, the test, re-test reliability method was adopted by this study.

The test and re-test approach was used to establish the reliability of the instruments. Both the questionnaires and interview guides were administered to twenty persons drawn from the same sample. A repeat of the test was done after two-weeks to ascertain consistency in their responses. In this way the reliability of the instruments were ensured.



IMO STATE ORIENTATION CAMP



ROAD TO IMO STATE NYSC ORIENTATION CAMP

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND FINDINGS

4.1 INTRODUCTION:

In this chapter, we presented the results of data collected and interpreted according to the research questions guiding the study. The chapter was divided into sections. Each section analyzed one of the three research questions of the study viz:

1. The effect of human resources on the administration of National Youth Service Corps in Imo State, Nigeria.
2. The extent to which funds affected the effective administration of the objectives of the National Youth Service Corps in Imo State and,
3. Ascertain whether communication among the Federal, State, Local Government and operating agencies constituted impediments to the effective administration of the National Youth Service Corps in Imo State.

The views of the respondents were analyzed using percentages, mean and Chi-square. Meanwhile, it needed to briefly highlight that the mean was the arithmetic average of a set of values or distribution. For a data set, the mean was the sum of the values divided by the number of values.

Finally, it was in this chapter that our hypotheses were tested and findings from the hypotheses well established.

4.2 DATA PRESENTATION AND ANALYSIS

Mean, percentages and Chi-Square were used to analyze and to determine if human resources affected the administration of the NYSC in Imo State; to find out the extent to which funds affected the effective administration and realization of the objectives of the National Youth Service Corps (NYSC) in Imo State and to ascertain if communication among the Federal, State, Local Governments and Operating Agencies constituted impediments to the effective administration of the NYSC in Imo State.

We decided that the level of agreement would be categorized using five (5) point scale with ordinal numbers, thus:

Strongly Agree = 5

Agree = 4

No Opinion =3

Disagree =2

Strongly Disagree =1

Respondents with mean score of three (3) and above were regarded as having reached the average score of the responses. i.e. they were in agreement while respondents with mean score of less than three (3) were in disagreement.

To determine the mean score level:

$$X_s = \frac{\sum X}{N} = \text{the mean score}$$

Mean of each item was computed by multiplying the frequency of each response pattern with its appropriate nominal value and dividing the sum with the number of respondents to the items.

This could be summarized with the equation below:

$$X_s = \frac{\sum fn}{N}$$

Where:

X_s = Mean Score

Σ = Summation

f = Frequency

n = Nominal value

NR = Number of the respondents

$$= \frac{5 + 4 + 3 + 2 + 1}{5} = 3$$

SECTION A: QUALIFICATION OF RESPONDENTS

The results in Table 2 below showed the frequency distribution of respondents according to educational status.

TABLE 2: FREQUENCY DISTRIBUTION OF RESPONDENTS ACCORDING TO EDUCATIONAL STATUS.

EDUCATIONAL STATUS	FREQUENCY	PERCENTAGE
FSLC	-	-
WASC	-	-
HND	-	-
First Degree	440	88%
Masters	60	12%
Ph.D	-	-
TOTAL	500	100

Source: Data from field work, 2012.

The results showed that majority, 88% of the respondents had their first degrees while 12% of respondents had Masters Degrees. The results implied that the researcher was

dealing with highly exposed and matured audience that were abreast with the administration of National Youth Service Corps (NYSC) in Imo State.

The result in Table B showed the frequency distribution of respondents according to Gender.

TABLE 3: FREQUENCY DISTRIBUTION OF RESPONDENTS ACCORDING TO GENDER.

GENDER	FREQUENCY	PERCENTAGE
Male	179	36.00
Female	321	64.00
TOTAL	500	100

Source: Data from field work, 2012.

The results again showed that majority (63%) of the respondents were females while 37% were males. These implied that the study area was dominated by females

4.3A TABLE 4 DATA PRESENTATION AND MEAN ANALYSIS OF THE EFFECT OF HUMAN RESOURCES ON THE ADMINISTRATION OF THE NYSC SCHEME IN IMO STATE.

S/ N	Response Questions	Strongly Agree	Agree	No opinion	Disagree d	Strongly Disagreed	Total	Mean
1	There are readily available staff to attend to corps members in Imo State	410 (2050)	70 (280)	0 (0)	12 (24)	8 (8)	2362	4.72
2	The NYSC staff are very competent in carrying out their duties	376 (1880)	110 (550)	0 (0)	2 (4)	18 (18)	2446	4.89
3	The NYSC staff are friendly to corps members	390 (1950)	100 (400)	0 (0)	10 (20)	0 (0)	2370	4.74
4	Punctuality is an essential aspect of work ethics. The NYSC staff come to work on time	380 (1900)	100 (400)	0 (0)	15 (30)	5 (5)	2335	4.67
5	The NYSC staff derive pleasure in doing work	400 (2000)	80 (320)	1 (3)	18 (36)	1 (1)	2360	4.76
6	Even though the staff of the NYSC are competent and diligent, they need more training to learn the current ICT	370 (1850)	110 (550)	2 (6)	11 (22)	7 (7)	2435	4.87
7	Human resources have affected the administration of NYSC in Imo State	2 (10)	10 (20)	1 (3)	77 (154)	410 (410)	597	1.19

Source: Data from field work, 2012

(Figures in parenthesis were frequencies multiplied by the nominal values).

The results in table 4: showed the mean analysis of the response to questions related to "the effect of human resources on the administration of the NYSC Scheme in Imo State. The results showed that all the response to questions on human resources had mean values greater than the mean value of the three (3) and implied that the respondents were in agreement with the response to the questions. It was only question seven that had a mean value of 1.19 which was lower than the mean value of 3.0 implied that respondents were in disagreement with the response to questions that there were inadequate human resources affecting the administration of the NYSC Scheme in Imo State.

1. The response to the question thus "there were readily available staff to attend to corps members" had a mean value of 4.72. This implied that the respondents were in agreement that there were readily available staff to attend to corps members in Imo State. Put differently, there were sufficient NYSC workers in Imo State that attended to the needs of corps members.
2. The response to the question of "The NYSC staff were very competent and diligent in carrying out their duties in Imo State" had a mean score value of 4.89 which was higher than the mean value of 3.0. This implied that the respondents were in agreement that the NYSC staff were very competent and diligent in carrying out their duties.
3. At the same time, the response to the question of "The NYSC staff were friendly to corps members" had a mean score of 4.74 which was highly significant at 1%

level of probability. This also implied that the respondents were in agreement that the NYSC staff were friendly to corps members in Imo State.

4. Also in Table 4 no.4, the response to the question that "Punctuality was an essential aspect of work ethics. The NYSC workers came to work on time" had a mean score value of 4.67 which was greater than the Likert scale mean value of 3.0. This implied that the respondents were in agreement that the NYSC workers came to work on time.
5. The result in Table 4 no.5 also showed that the response to the question, "The NYSC staff derived pleasure in doing their work" had a mean score of 4.76. This mean value was higher than the mean score value of 3.0. The result also implied that the respondents were in agreement that the NYSC workers derived pleasure in doing their work.
6. The results in Table 4 no.6 showed that the response to the question "Even though the NYSC staff were competent, diligent and knowledgeable, they needed more training to learn new Information and Communications Technology (ICT) among others", had a mean score value of 4.87. The respondents had mean value higher than the mean value of 3.0 indicating that the respondents were in agreement that the staff of the NYSC needed to learn new Information and Communications Technology (ICT) among others.
7. The results in Table 4 no.7 showed that the response to the question "If human resources had negatively affected the administration of the NYSC scheme in Imo State" had a mean score value of 1.19 which was lower than the mean value of

3.0 indicating that the respondents were in disagreement that "Human resources had negatively affected the administration of NYSC in Imo State".

4.3B RESEARCH QUESTION 2

TABLE 5 DATA PRESENTATION AND MEAN ANALYSIS OF THE RESPONSE TO THE QUESTION, “FUNDS AFFECTED THE EFFECTIVE ADMINISTRATION AND REALIZATION OF THE OBJECTIVES OF THE NYSC SCHEME IN IMO STATE”.

S/N	Response Questions	Strongly Agree	Agree	No opinion	disagreed	Strongly disagreed	Total	Mean
8	The fund is not always released on time for the implementation of the NYSC in Imo State	410 (2050)	90 (360)	0 (0)	12 (24)	8 (8)	2442	4.88
9	The monthly stipend from the Federal Govt is paid as at when due in Imo State	370 (1850)	120 (480)	0 (0)	10 (20)	0 (0)	2350	4.7
10	The monthly stipend is inadequate for the needs of corps members and the state govt does not pay its own share of the stipend regularly	410 (2050)	90 (360)	0 (0)	0 (0)	0 (0)	2410	4.82
11	Corps members are adequately equipped with materials needed for their effective performance	2 (10)	2 (8)	0 (0)	26 (52)	470 (470)	540	1.08
12	Corps members are given adequate accommodation by their employers	0 (0)	5 (20)	0 (0)	23 (46)	472 (472)	538	1.06
13	Facilities in the orientation camp are grossly inadequate and the state govt should fund Community Development Services	370 (1850)	110 (440)	0 (0)	15 (30)	5 (5)	2325	4.65
14	Inadequate funds constitute obstacles to the effective administration of the NYSC objectives in Imo State	410 (2050)	75 (300)	1 (3)	8 (16)	6 (6)	2375	4.75

Source: Data from field work, 2012

(Figures in parenthesis were frequencies multiplied by the nominal values)

MEAN ANALYSIS

The results in Table 5: showed the mean analysis of the response to the questions related to “funds affected the effective administration and realization of the NYSC objectives in Imo State”. Thus, the results showed that five (5) out of seven (7) response to questions on funds had mean scores value greater than the Likert Scale mean score value of three (3), implied that five were in agreement while two were in disagreement.

8. The response to the question thus “The fund iwa not always released on time for the implementation of the NYSC scheme in Imo State” had a mean score value of 4.88 which was also higher than the Likert mean score of 3.0. It was in agreement that the fund was not always released on time for the administration of the NYSC scheme in Imo State.
9. The result in Table 5 no.9 also showed that the response to the question of “Monthly stipend from the Federal Government was paid as at and when due in Imo State” had a mean score value of 4.7 which was higher than the Likert mean value of 3.0. This implied that the respondents were in agreement that the monthly stipend from the Federal Government was paid as at and when due in Imo State.
10. The result in Table 5 no.10 showed that the response to the question “The monthly stipend was inadequate for the needs of corps members and that the State Government did not pay its own share of the stipend regularly” had a

mean score value of 4.82 implied that the respondents were in agreement with respect to the question.

11. The response to the question in Table 2 no.11 "Corps members were inadequately equipped with materials needed for their effective performance" with mean score value of 1.08 which was less than Likert mean value of 3.0. This implied that the respondents were in disagreement with the response to the question
12. The response to the question in Table 5 no.12 "Corps members were given adequate accommodation by their employers" with a mean score of 1.06, indicating disagreement with the response to the question.
13. Also the response to the question in Table 5 no.13 "Facilities in the orientation camp were grossly inadequate and the State Government should fund Community Development Services" had a mean score value of 4.65 and which was higher than mean score value of 3.0. This implied that the respondents were also in agreement with the response to the question.
14. The response to the question thus, "Inadequate funds constituted impediment to the effective administration and realization of the NYSC scheme in Imo State" had a mean score of 4.75 which was higher than the mean score value of 3.0. This implied that the respondents were in agreement that inadequate funds constituted obstacle to the effective administration and realization of the NYSC scheme in Imo State.

4.3c RESEARCH QUESTION 3

TABLE 6 DATA PRESENTATION AND MEAN ANALYSIS OF THE RESPONSE TO THE QUESTION, "COMMUNICATION AMONG THE FEDERAL, STATE, LOCAL GOVERNMENT AND OPERATING AGENCIES CONSTITUTED IMPEDIMENTS TO THE EFFECTIVE ADMINISTRATION OF THE NYSC SCHEME IN IMO STATE".

S/N	Response Questions	Strongly Agree	Agree	No opinion	disagreed	Strongly disagreed	Total	Mean
15	The NYSC Secretariat in Imo State displays information on the Notice Boards.	390 (1950)	90 (360)	0 (0)	12 (24)	8 (0)	2342	4.68
16	Corps members and staff of the NYSC sometimes obtain information through circulars.	390 (1950)	90 (360)	0 (0)	2 (4)	18 (18)	2372	4.84
17	Sometimes, information can be obtained through memoranda within the NYSC secretariat in Imo State.	370 (1850)	110 (440)	0 (0)	4 (8)	16 (16)	2314	4.63
18	Directives and information from the secretariat are always clear and transmitted without obstacle via existing avenues	400 (2050)	70 (280)	1 (3)	4 (8)	15 (15)	2356	4.71
19	The interaction among corps members, NYSC staff and citizens promote social development	370 (1850)	120 (480)	0 (0)	10 (20)	0 (0)	2350	4.69
20	Messages are sometimes transmitted through telephone or cell phones to corps members and staff.	410 (2050)	90 (360)	0 (0)	0 (0)	0 (0)	2360	4.81
21	Communication among the Federal, State, Local Govts and operating agencies constitute obstacle to the effective administration of the NYSC in Imo State	4 (20)	10 (40)	0 (0)	76 (152)	400 (400)	(612)	1.25

Source: Data from field work, 2012

(Figures in parenthesis were frequencies multiplied by the nominal values)

The results in Table 6 showed the mean response to the questions related to “communication among the Federal, State, Local Government and operating Agencies constituted impediments to the effective implementation of NYSC in Imo State”. The results showed that all the seven response questions had mean values of more than 3.0 except the last one. This implied that the respondents were in agreement with the response to the questions except the last one that the respondents were in disagreement.

15. The response to the question in Table 3 no.15 “National Youth Service Corps secretariat in Imo State displayed information on the Notice Boards” had a mean value of 4.68 which was greater than Likert mean value of 3.0. This implied that the respondents were in agreement that the National Youth Service Corps secretariat in Imo State displayed information on the Notice Boards.

16. The response to the question “Corps members and staff of the NYSC sometimes obtained information through circulars” had a mean score value of 4.84 which was greater than mean value of 3.0. This also indicated that Corps members and staff of the NYSC sometimes obtained information through circulars.

17. The results in Table 6 no.7 also showed that the response to the question, “Sometimes information could be obtained through memoranda within the NYSC Secretariat” had a mean score of 4.63. This implied that the respondents were in agreement that sometimes information could be obtained through memoranda within the NYSC Secretariat.

18. The response to the question in Table 6 no.18 "Directives and information from the Secretariat were always clear and transmitted without obstacle via existing avenues" had a mean score value of 4.71 which was also greater than mean score value of 3.0. This also implied that the respondents were in agreement that directives and information from the Secretariat were always clear and transmitted without obstacle via existing avenues.
19. The response to the question in Table 3 no.19 "The interaction among corps members, the NYSC staff and citizens promoted social development" had a mean score value of 4.69. This was greater than the mean score value of 3.0. This implied that the respondents were in agreement that the interaction among corps members, the NYSC staff and citizens promoted social development.
20. The response to the question that "Messages were sometimes transmitted through telephones and cell phones to corps members and staff" had a mean score value of 4.81. This was higher than the mean score value of 3.0. This implied that the respondents were in agreement that messages were sometimes transmitted through telephones and cell phones to corps members and staff.
21. Additionally, the response to the question in Table 6 no.21 also showed that "Communication among the Federal, State, Local Government and the operating agencies constituted obstacle to the effective implementation of the NYSC scheme in Imo State" had a mean score value of 1.23 which was less than the mean score value of 3.0. Therefore, it indicated that the respondents were in disagreement with the response to the question.

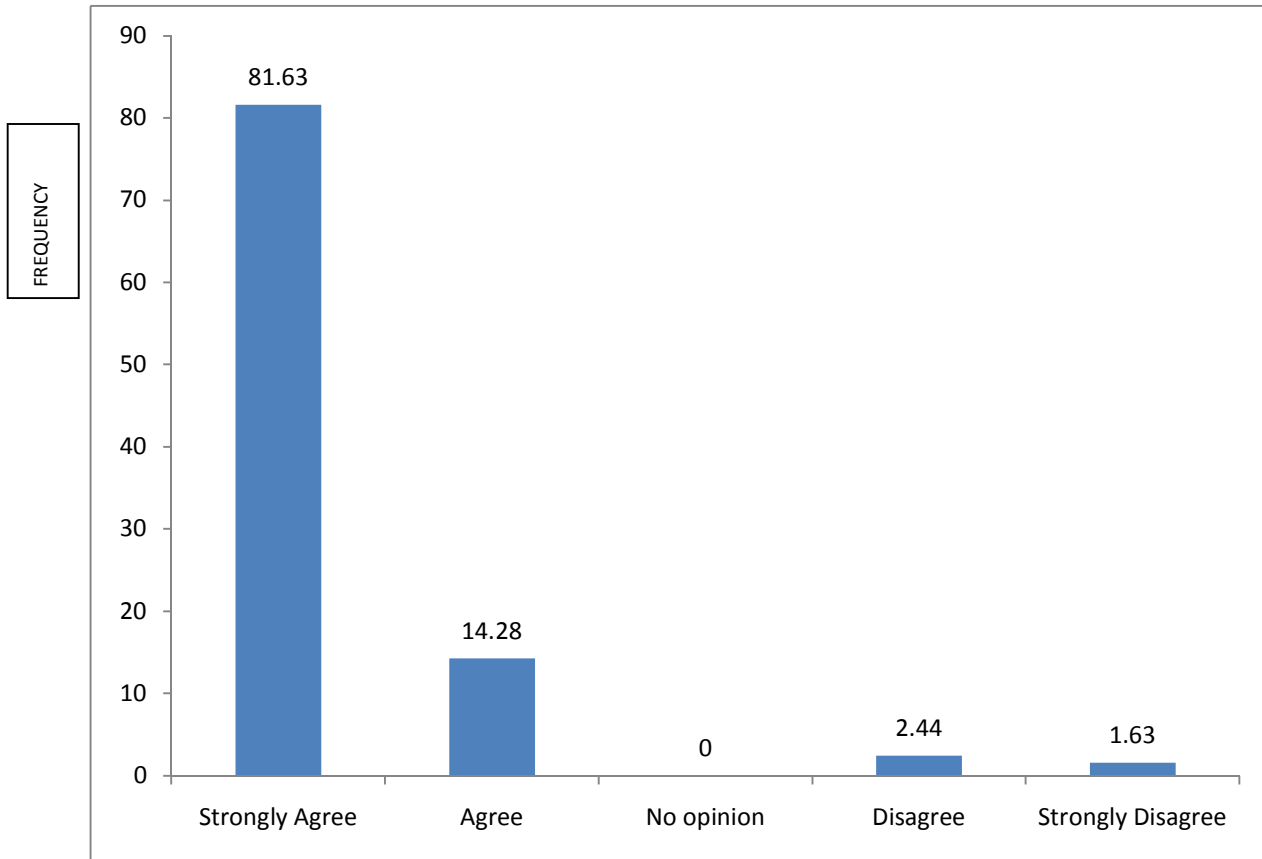


MOBILIZATION OFFICER ATTENDING TO CORPS MEMBERS IN THE ORIENTATION CAMP

Source: Picture taken during field work, 2012.

4.4A DISTRIBUTION OF RESPONDENTS ACCORDING TO RESPONSES RELATED TO THE EFFECT OF HUMAN RESOURCES AFFECTING THE ADMINISTRATION OF THE NYSC IN IMO STATE

Fig. 3: There were readily available staffs to attend to corps members



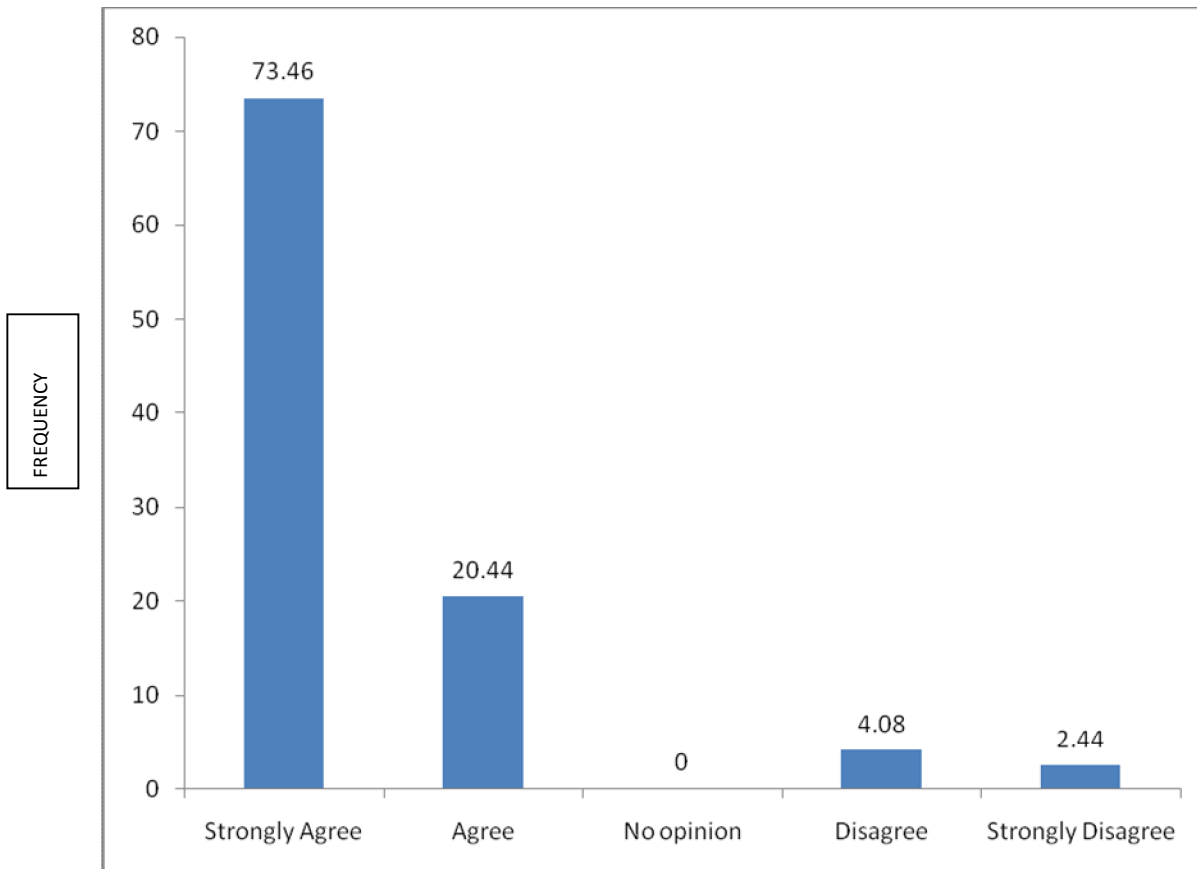
Source: Data from field work, 2012.

The results in Fig.3 showed the frequency distribution of respondents according to the response to the question of "readily available staff to attend to corps members". The results also showed that the majority (81.63%) of the respondents strongly agreed

while 14.28% agreed. Only 2.44% and 1.63% of the respondents disagreed and strongly disagreed respectively while none indicated no opinion.

The data also showed that there were sufficient numbers of NYSC staff participating in the NYSC administration process in Imo state.

Fig. 4: The NYSC staff were very competent and diligent in carrying out their duties.

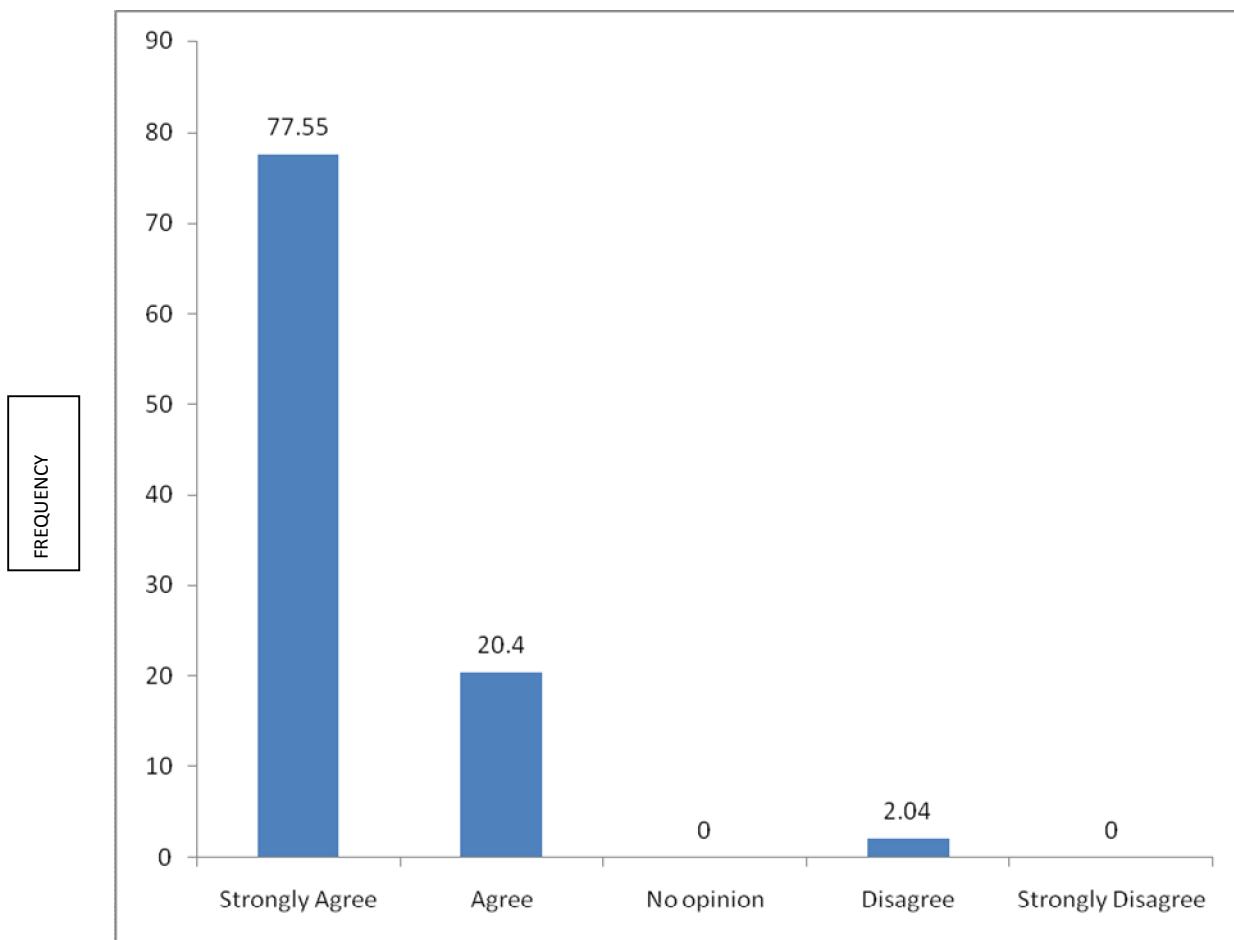


Source: Data from field work, 2012.

The results in Fig 4 showed the frequency distribution of respondents according to the response to the question of: "NYSC Staff were very competent and diligent in carrying

out their duties". The results showed that the majority (73.46%) of the respondents strongly agreed while 20.44% agreed. Only 4.08% and 2.44% of the respondents disagreed and strongly disagreed respectively. None of the respondents indicated no opinion. These implied that the majority of the respondents agreed that the NYSC Staff were very competent in carrying out their duties. Also these implied that the NYSC staff were skilled, knowledgeable and capable workers.

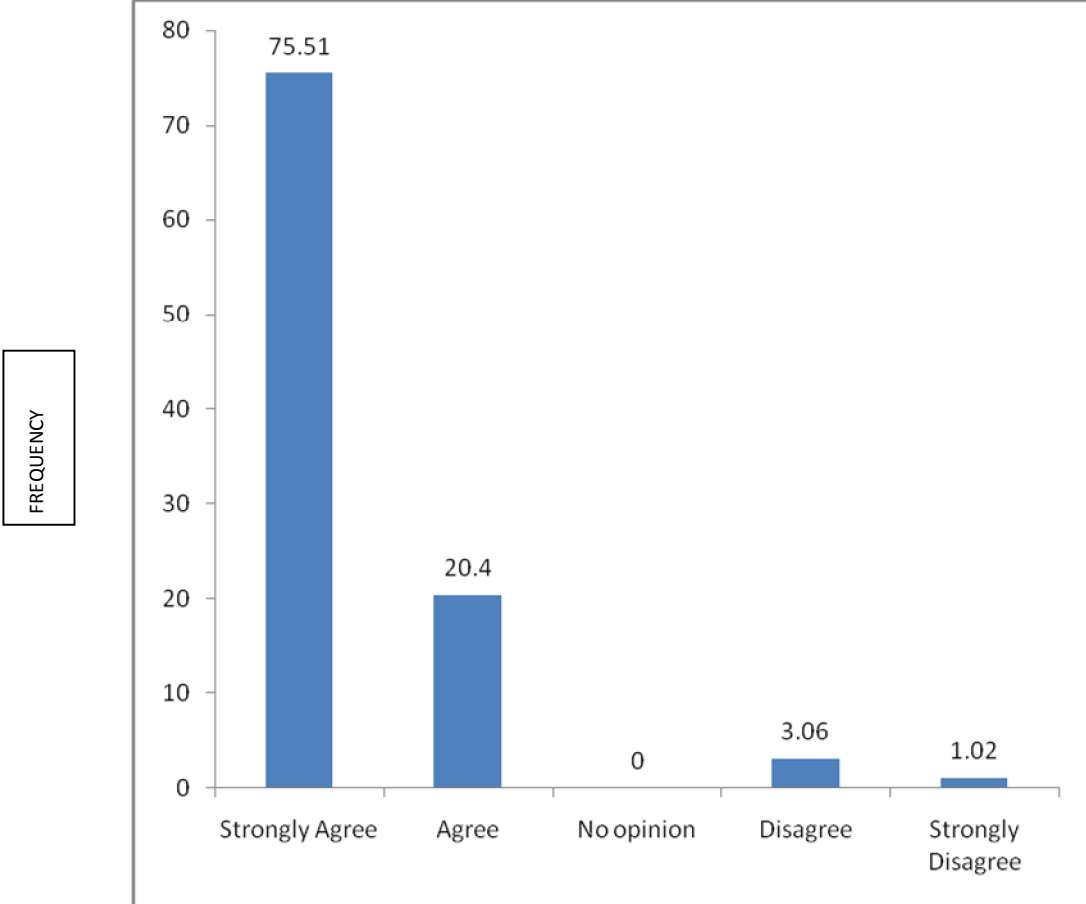
Fig. 5: The NYSC staff were friendly to corps members



Source: Data from field work, 2012.

The results in Fig 5 showed the frequency distribution of respondents according to the response to the question of “NYSC Staff were friendly to Corps Members”. The results showed that the majority (77.55%) of the respondents indicated that they strongly agreed while 20.40% agreed and 2.04% disagreed respectively. None of the respondents indicated no opinion and strongly disagreed. These implied that the respondents strongly agreed that the NYSC Staff were friendly to Corps Members.

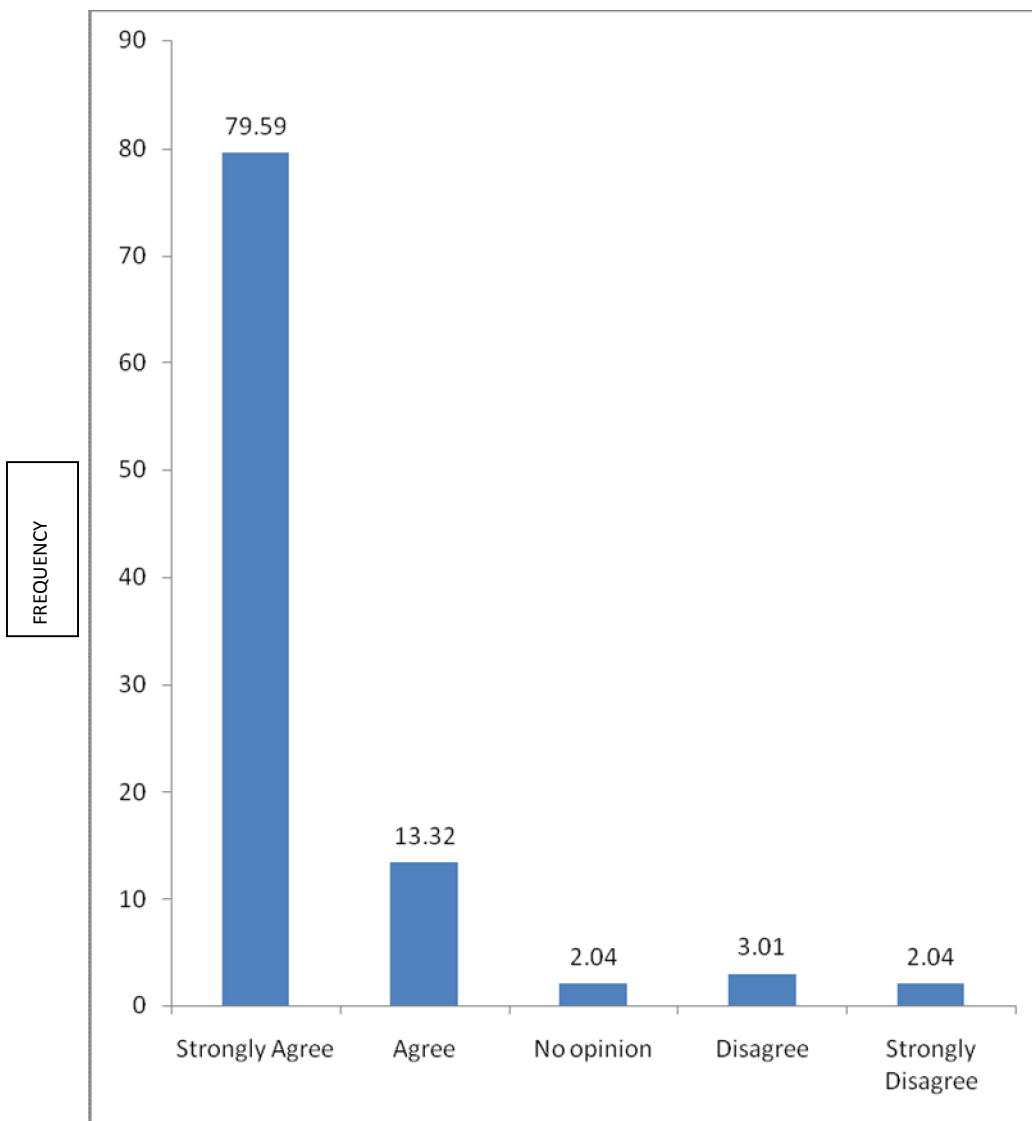
Fig. 6: Punctuality was an essential aspect of work ethics. The NYSC workers came to work on time.



Source: Data from field work, 2012.

The result in Fig.6 showed the frequency distribution of respondents according to the response to the question of “NYSC workers came to work on time.” The results showed that the majority 75.51% of the respondents strongly agreed while 20.40% agreed. Only 3.06% of the respondents disagreed and 1.02% strongly disagreed respectively while none indicated no opinion in the study area.

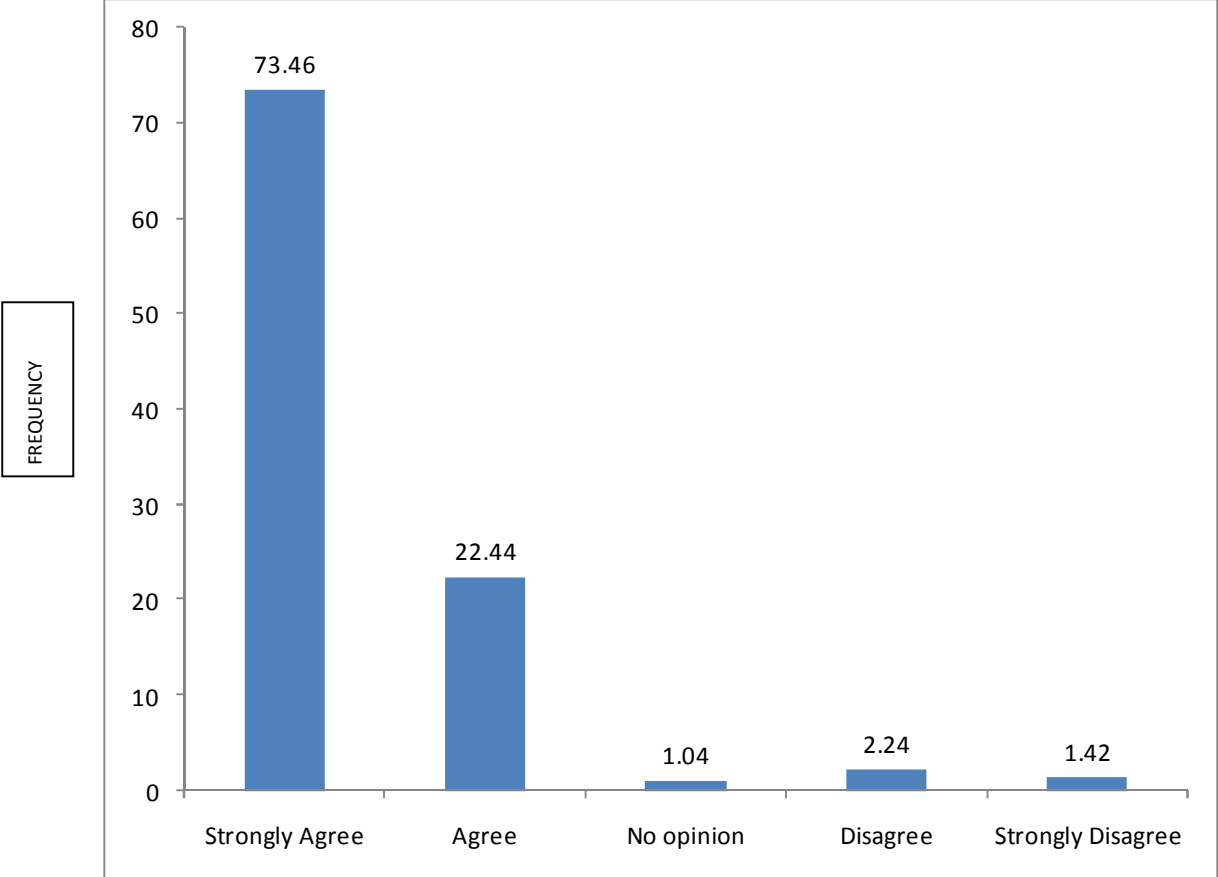
Fig. 7: The NYSC staff derived pleasure in doing their work.



Source: Data from field work, 2012.

The results in Fig.7 showed the frequency distribution of respondents according to the response to the question of "NYSC staff derived pleasure in doing their work." The results showed that the majority 79.59% of the respondents strongly agreed while 13.32% agreed. Only 3.01% and 2.04% of the respondents disagreed and strongly disagreed respectively; 2.04% of the respondents indicated no opinion. These implied that the majority of the respondents strongly agreed that the NYSC workers derived pleasure in doing their work.

Fig. 8: Even though the Staff of the NYSC were competent, diligent and knowledgeable, they needed more training on the current Information and Communication Technology (ICT) among others.

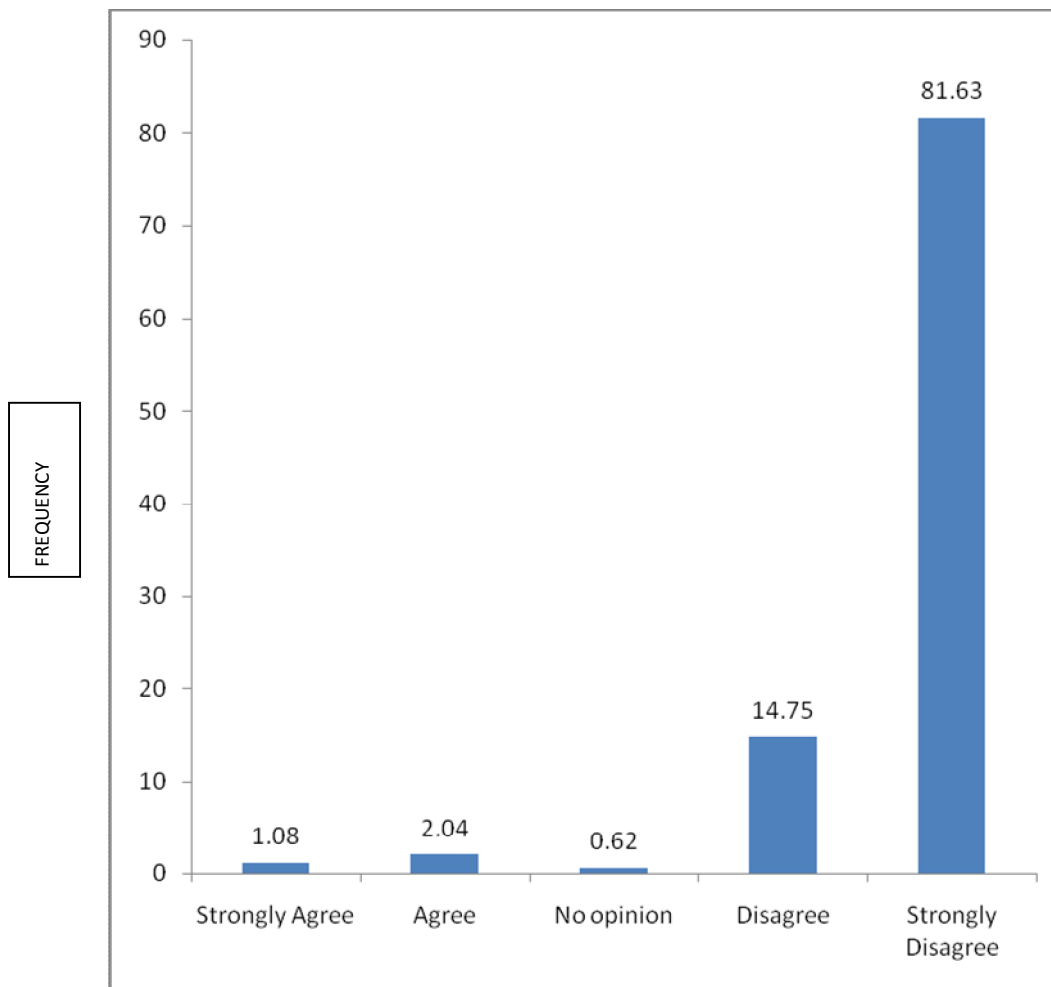


Source: Data from field work, 2012.

The results in Fig 8 showed the frequency distribution of respondents according to the response to the question of “staff of the NYSC needed more training on the current Information and Communications Technology (ICT)”. The results showed that about 73.46% of the respondents indicated strongly agreed, 22.44% agreed, 2.24% disagreed and 1.42% strongly disagreed, while 1.04% indicated no opinion. These implied that the respondents strongly agreed that even though the staff of NYSC were

competent, diligent and knowledgeable, they needed more training to learn the current Information and Communications Technology (ICT) among others.

Fig. 9: There were inadequate human resources affecting the administration of the NYSC scheme in Imo State.



Source: Data from field work, 2012.

The results in Fig 9 showed the frequency distribution of respondents according to the response to the question of “inadequate human resources affected the administration”. The results showed that about 1.08% and 2.04% of the respondents strongly agreed;

agreed respectively while 0.62% indicated no opinion; 14.75% disagreed and 81.63 % strongly disagreed respectively. These implied that the majority of the respondents strongly disagreed that there were inadequate human resources affecting the administration of the NYSC scheme.

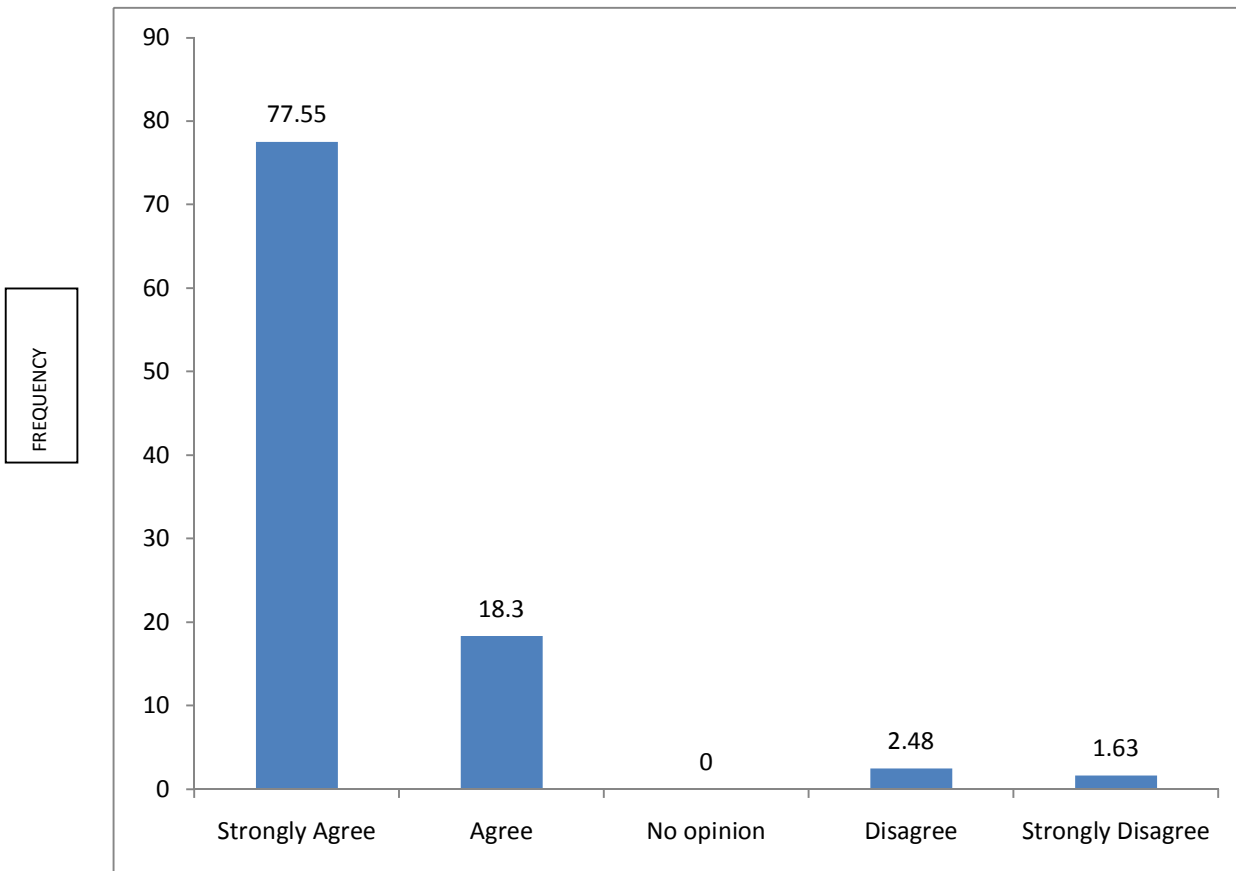
These results also implied that 81.63% of the respondents stood firm on their former position (see Fig 4) of competent NYSC workers.



CORPS MEMBERS UNDER 'MAKE SHIFT' TENT LISTENING TO THE ORIENTATION LECTURES

4.4b DISTRIBUTION OF RESPONDENTS ACCORDING TO RESPONSES RELATED TO INADEQUATE FUNDS CONSTITUTED IMPEDIMENT TO THE EFFECTIVE IMPLEMENTATION AND REALIZATION OF THE OBJECTIVES OF THE NYSC SCHEME IN IMO STATE

Fig. 10: The fund was not always released on time for the implementation of the NYSC scheme in Imo state.

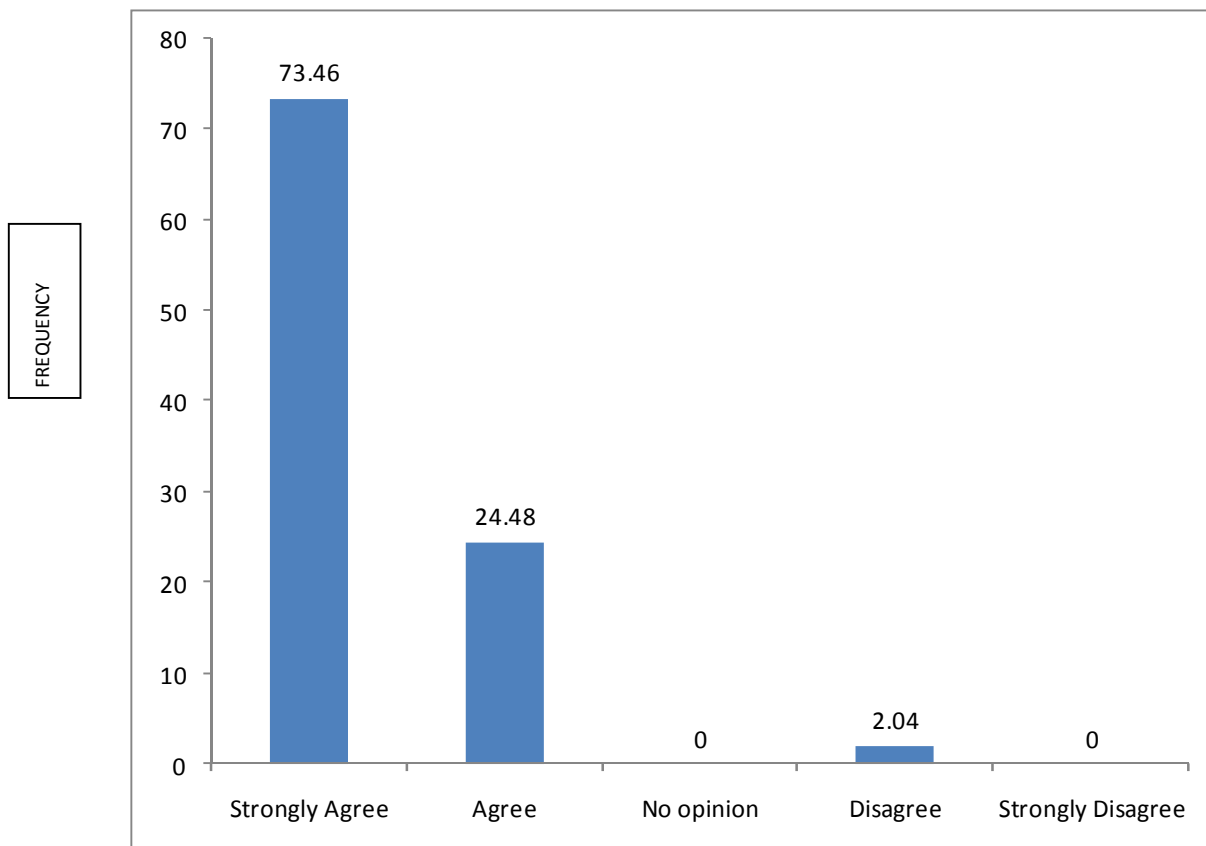


Source: Data from field work, 2012.

The results in Fig 10 showed the frequency distribution of respondents according to the response to the question of "fund was not always released on time for the

implementation of the NYSC scheme in Imo State". The result showed that 77.55% of the respondents strongly agreed, 18.30% agreed, 2.48% disagreed, 1.63% strongly disagreed while none indicated no opinion. These implied that the majority of the respondents strongly agreed that the fund was not always released on time for the administration of the NYSC scheme in Imo State.

Fig. 11: The monthly stipend from the Federal Government was paid as at and when due in Imo state

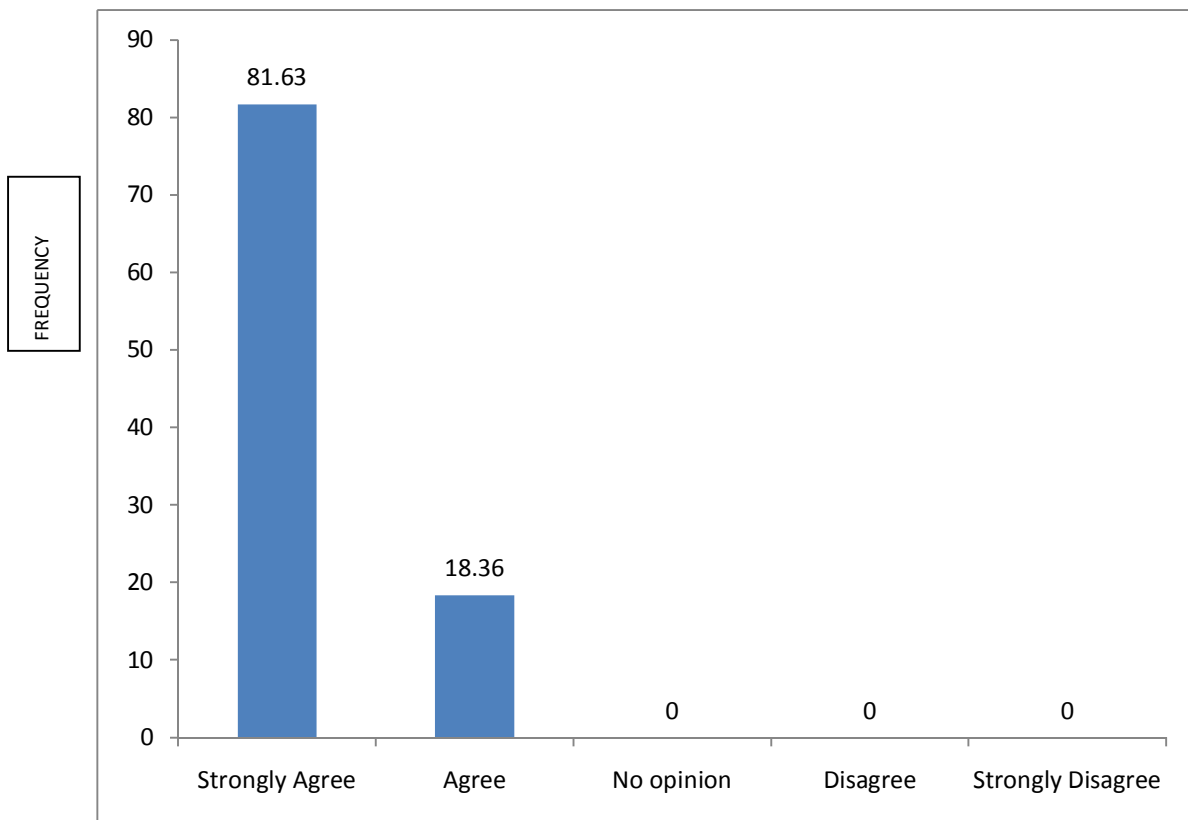


Source: Data from field work, 2012.

The results in Fig 9 show the frequency distribution of respondents according to the response to the question of "monthly stipend from the Federal Government was paid as at and when due in Imo State". The results showed that 73.46% indicated strongly

agreed, 24.48% agreed, 2.04% disagreed and 0% strongly disagreed while none indicated no opinion. These implied that the majority of the respondents agreed that the monthly stipend from the Federal Government was paid as at and when due in Imo State.

Fig. 12: The monthly stipend was inadequate for the needs of corps members.

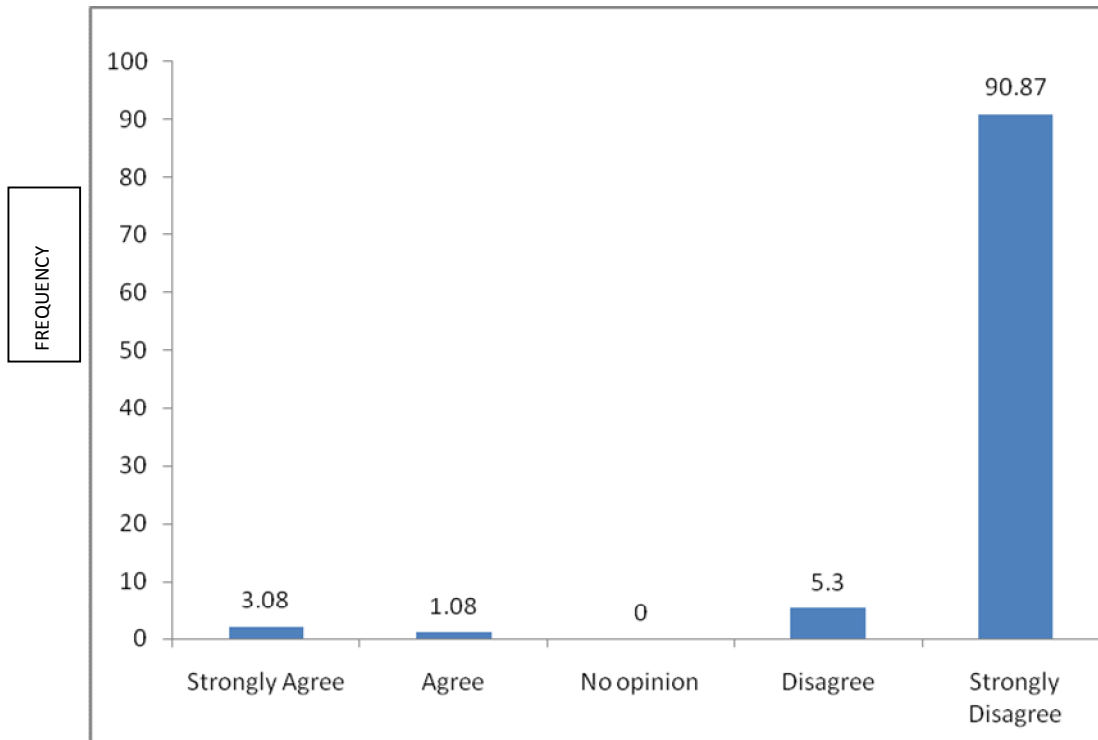


Source: Data from field work, 2012.

The results in Fig 12 showed the frequency distribution of respondents according to the response to the question of “monthly stipend was inadequate for the needs of Corps Members and the State Government did not pay its own share of the stipend regularly”.

The results showed that 81.63% of the respondents indicated strongly agreed, 18.36% agreed, 0% disagreed and 0% strongly disagreed while none of the respondents indicated no opinion. These implied that the majority of the respondents strongly agreed that the monthly stipend was inadequate for the needs of Corps Members.

Fig. 13: Corps Members were adequately equipped with materials needed for their effective performance.

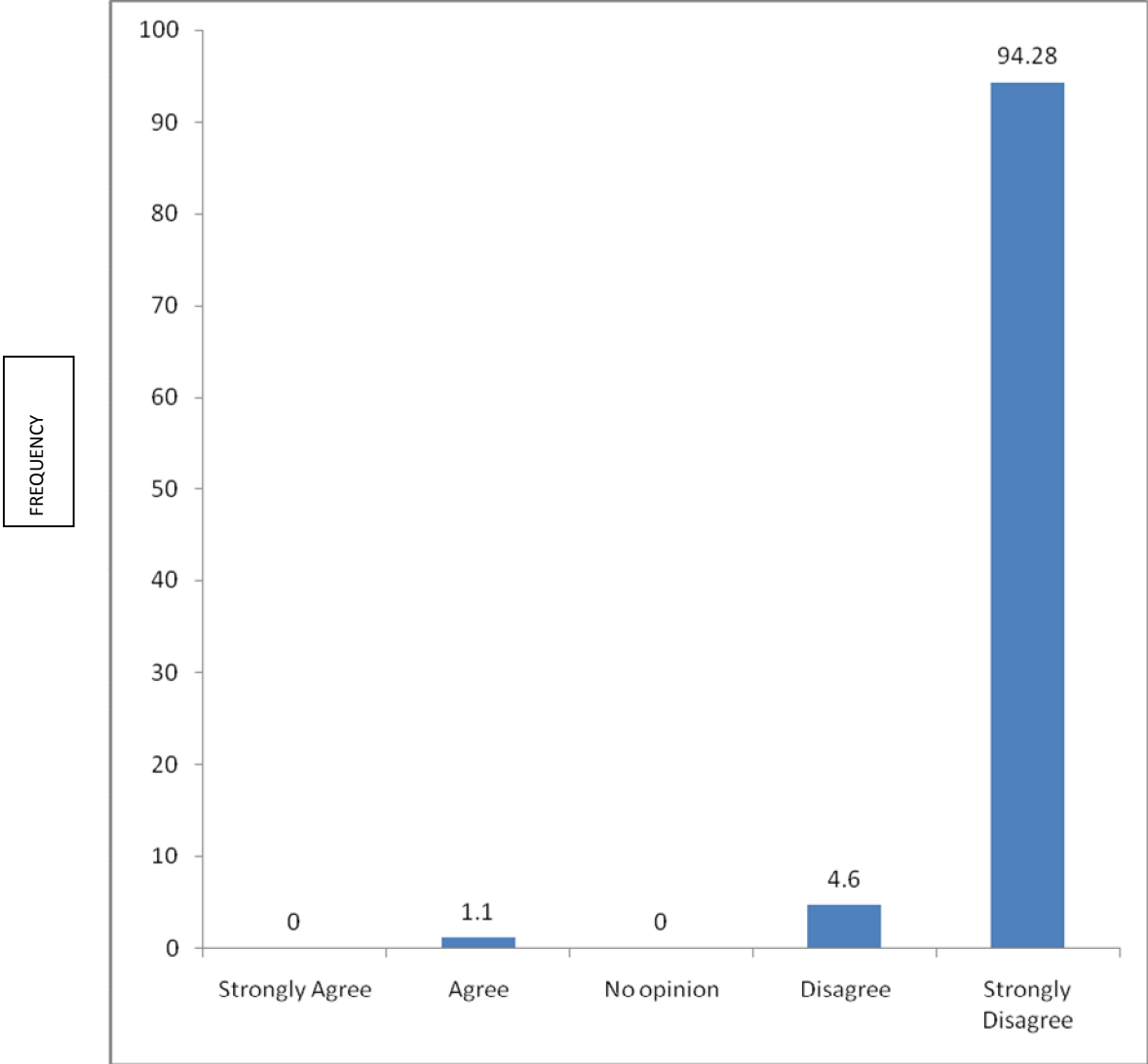


Source: Data from field work, 2012.

The results in Fig 13 showed the frequency distribution of respondents according to the response to the question of "Corps Members were adequately equipped with materials

needed for their effective performance". The results showed that about 90.87% of the respondents indicated strongly disagreed, 5.30% disagreed, 1.08% agreed and 3.08% strongly agreed while none indicated no opinion. These implied that almost all the respondents strongly disagreed that Corps Members were adequately equipped with materials needed for their effective performance.

Fig. 14: Corps Members were given adequate accommodation by their employers.



Source: Data from field work, 2012.



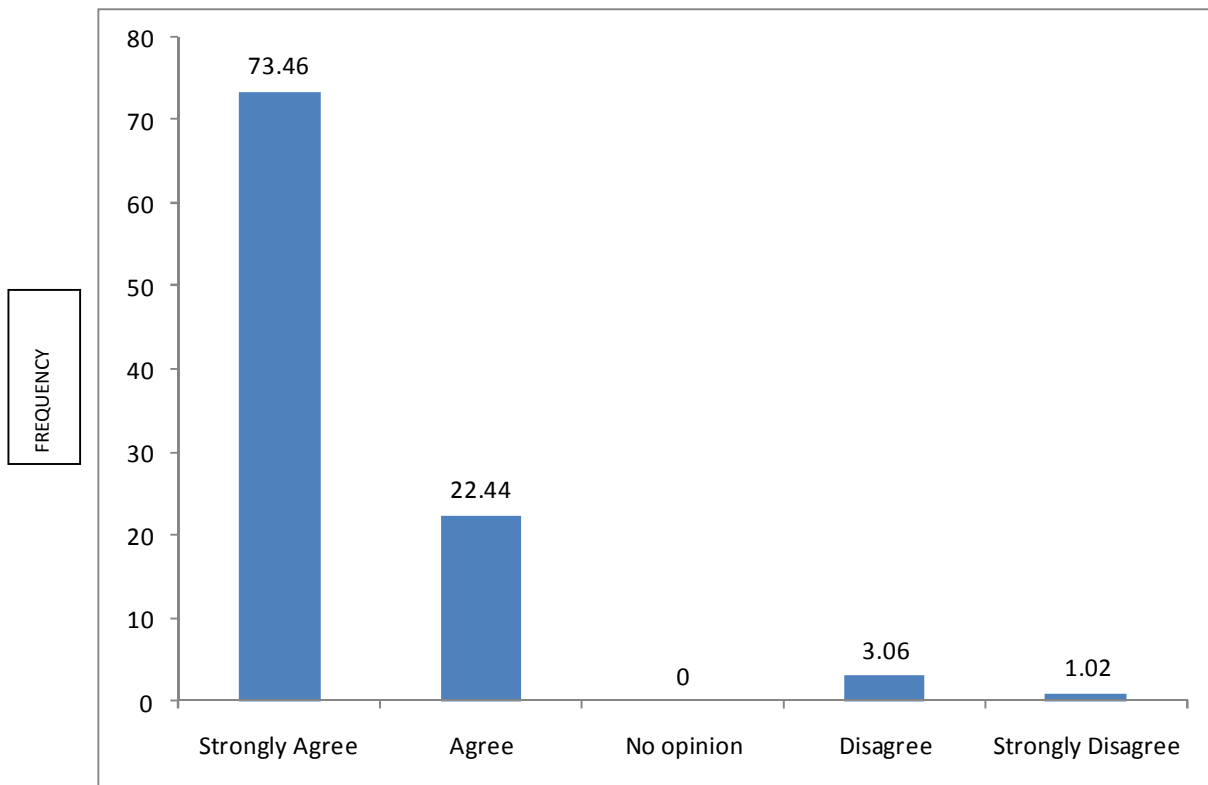
HOSTEL ACCOMMODATION IN THE ORIENTATION CAMP



**CORPS MEMBERS WAITING FOR ORIENTATION LECTURES
(THE CAMP BUILDINGS WERE POORLY MAINTAINED)**

The results in Fig 14 showed the frequency distribution of respondents according to the response to the question of "Corps Members are given adequate accommodation by their employers". The results showed that 94.28% of the respondents strongly disagreed, 4.6% disagreed, 1.1% agreed, while none indicated no opinion and strongly agree. These implied that the respondents disagreed that Corps Members were given adequate accommodation by their employers.

Fig. 15: Facilities in the orientation camps were grossly inadequate.

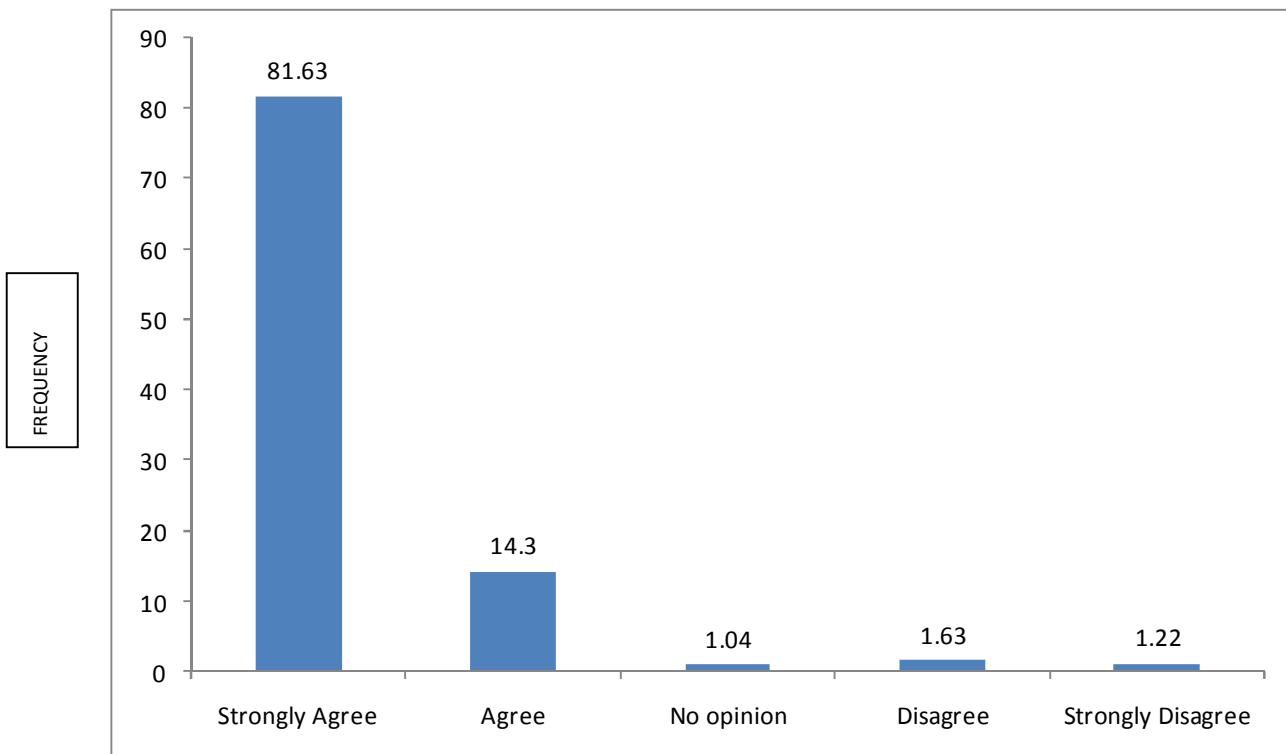


Source: Data from field work, 2012.

The results in Fig 15 showed the frequency distribution of respondents according to the response to the question of "facilities in the orientation camps were grossly inadequate". The results indicated that 73.46% strongly agreed, 22.44 agreed, 3.06% disagreed and 1.02% strongly disagreed. None of the respondents indicated no opinion.

These implied that the majority of the respondents strongly agreed that facilities in the orientation camps were grossly inadequate and the state government should fund CDS. The orientation camp in Imo State was old and the facilities were not maintained. Some of the hostels' doors were either broken or with no locks. The lecture hall was too small for corps members. The result was that a make-shift tent was always used for corps members lectures during orientation. The orientation camp in Imo State was an old Teachers Training College adopted for this purpose in 1996.

Fig. 16: Inadequate funds constituted obstacle to the effective administration of the NYSC objectives in Imo state.



Source: Data from field work, 2012.



CORPS MEMBERS HAVING THEIR LECTURES UNDER 'MAKE-SHIFT' TENT IN THE IMO STATE ORIENTATION CAMP

The results in Fig 16 showed the frequency distribution of respondents in response to the question of "inadequate funds constituted obstacle to the effective administration of the NYSC scheme in Imo State". The results showed that 81.63% of the respondents indicated strongly agreed, 14.30% agreed, 1.04% no opinion, 1.63% disagreed and 1.28% strongly disagreed. These implied that the majority of the respondents strongly agreed that there was inadequate funding for the administration of the NYSC in Imo State. Inadequate funds constituted impediment to the effective implementation of the NYSC objectives. The food in the orientation camp was too poor, as a corps member was fed with only one hundred naira per meal (see picture below). Parents were asked to buy white shorts, canvas, T. shirts and etcetera, for their wards. What then happened to corps members from poor homes? There was not enough money or transportation to visit the corps members often on primary assignments. Funding is critical in NYSC administration in Imo State.



CORPS MEMBERS BUYING 'MAMA PUT' IN THE ORIENTATION CAMP (FOOD WAS OF POOR QUALITY).

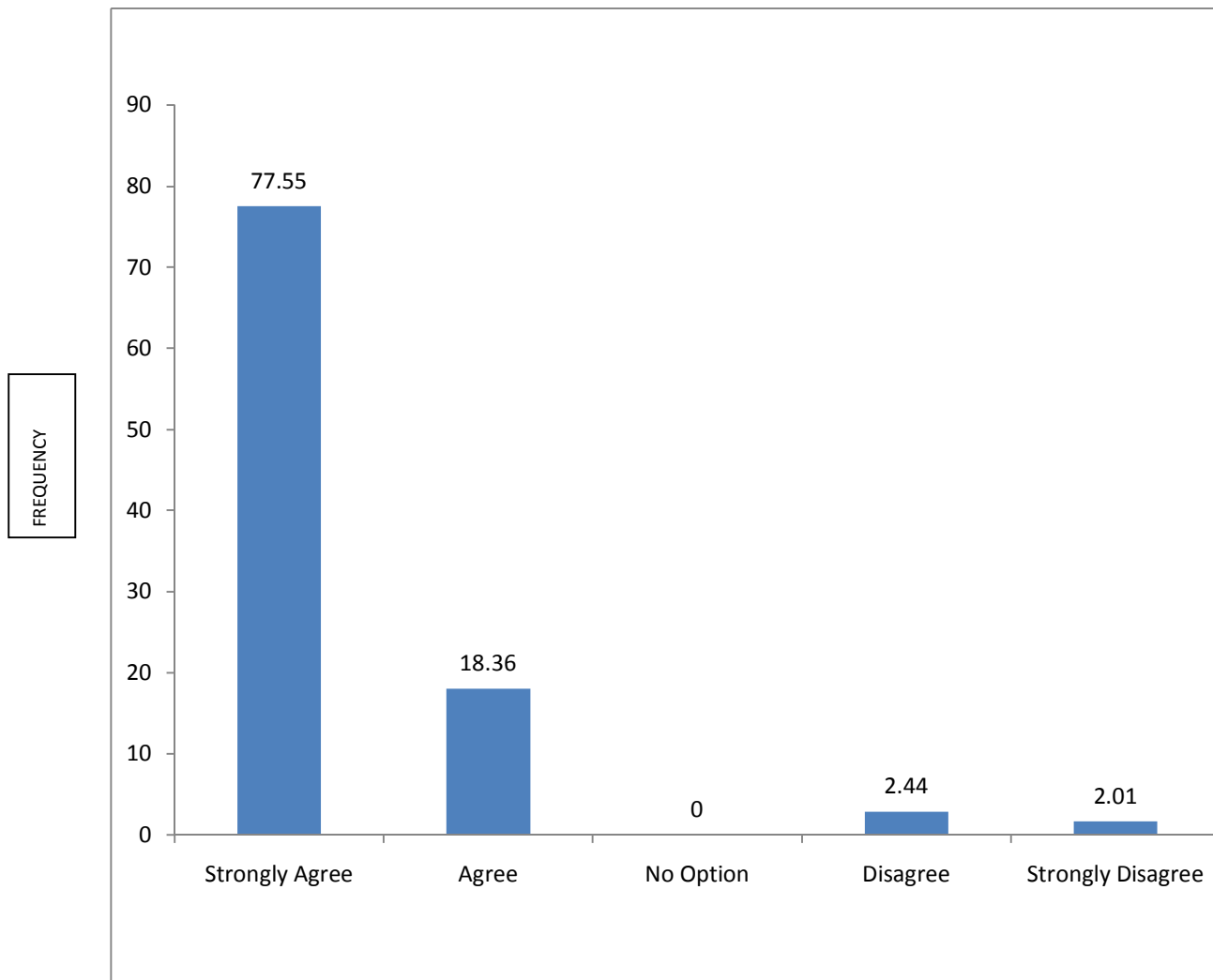


CORPS MEMBERS GETTING INFORMATION FROM STAFF OF THE NYSC

Source: Picture taken during field work, 2012.

4.4c DISTRIBUTION OF RESPONDENTS ACCORDING TO RESPONSES RELATED TO COMMUNICATION AMONG THE FEDERAL, STATE, LOCAL GOVERNMENTS AND OPERATING AGENCIES CONSTITUTED IMPEDIMENT TO EFFECTIVE ADMINISTRATION OF THE NYSC SCHEME IN IMO STATE

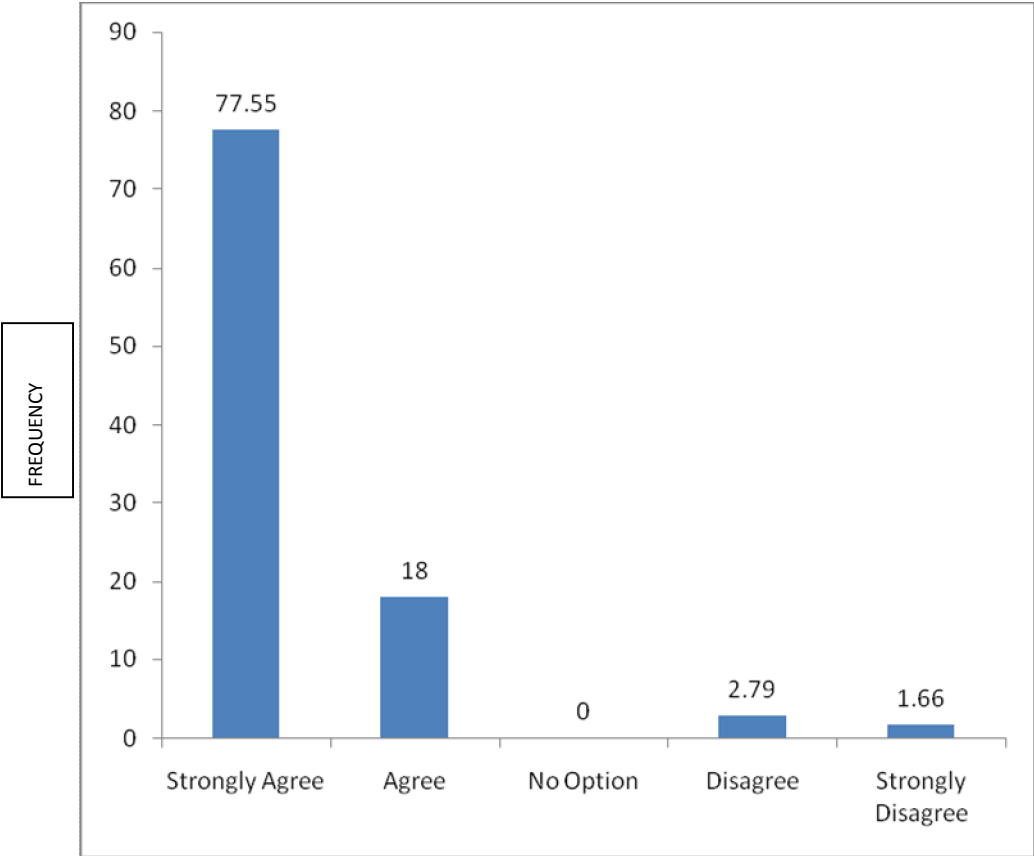
Fig. 17: National Youth Service Corps Secretariat in Imo State displayed information on the Notice Boards.



Source: Data from field work, 2012.

The results in Fig 17 showed the frequency distribution of respondents according to the response to the question of “National Youth Service Corps Secretariat in Imo State displayed information on the Notice Boards”. The results showed that about 77.55% of the respondents strongly disagreed, 18.36% agree, 2.44% disagreed and 2.01% strongly disagreed, while none indicated no opinion. The results therefore implied that the majority of the respondents strongly agreed that National Youth Service Corps Secretariat in Imo State displayed information on the Notice Boards.

Fig. 18: Corps members and staff of the NYSC sometimes obtained information through circulars.

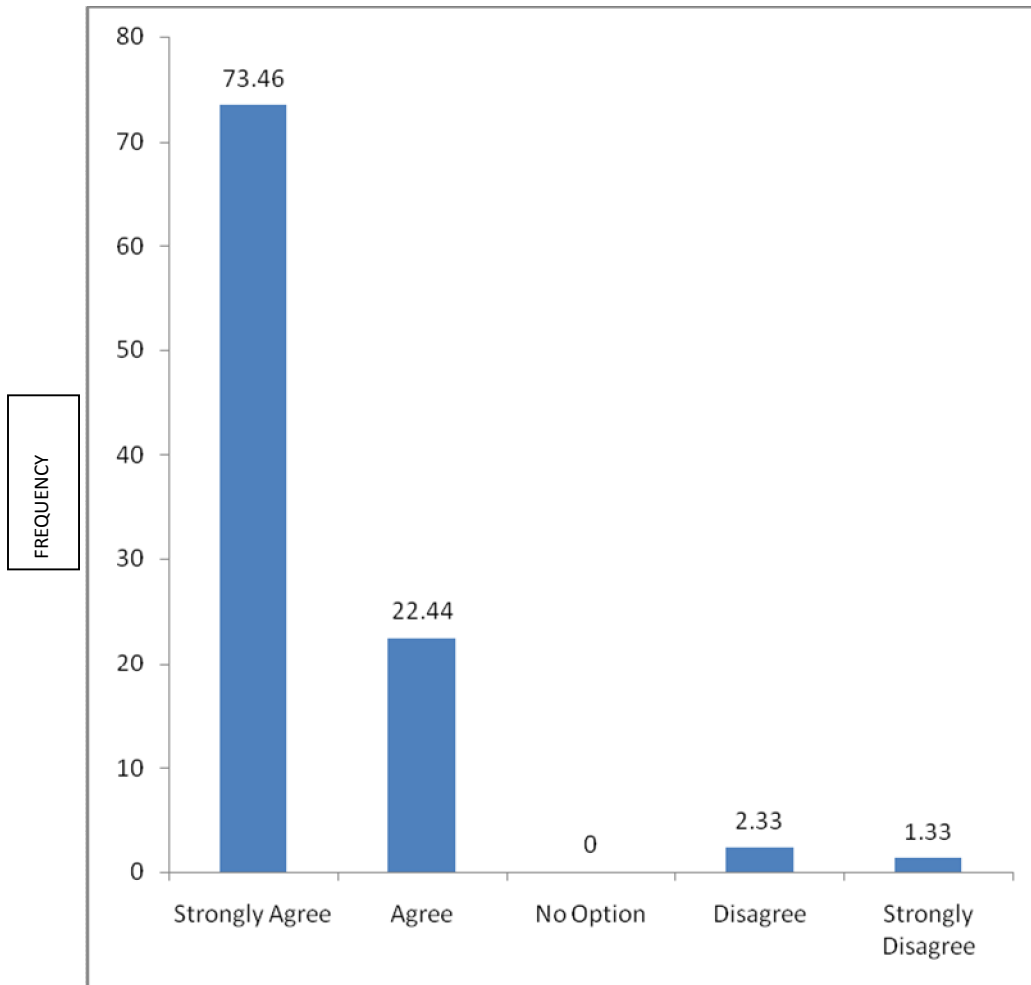


Source: Data from field work, 2012.

The result in Fig 18 showed the frequency distribution of respondents according to the research question of "Corps members and staff of the NYSC sometimes obtained information through circulars".

The results also showed that about 77.55% of the respondents strongly agreed, 18.00% agreed, 2.79% disagreed and none indicated no opinion and 1.66% strongly disagreed. These implied that the majority of the respondents strongly agreed that inadequate communication could lead to misunderstanding on the part of the implementers who might be confused as to what to do.

Fig. 19: sometimes, information could be obtained through memoranda within the NYSC Secretariat in Imo State.

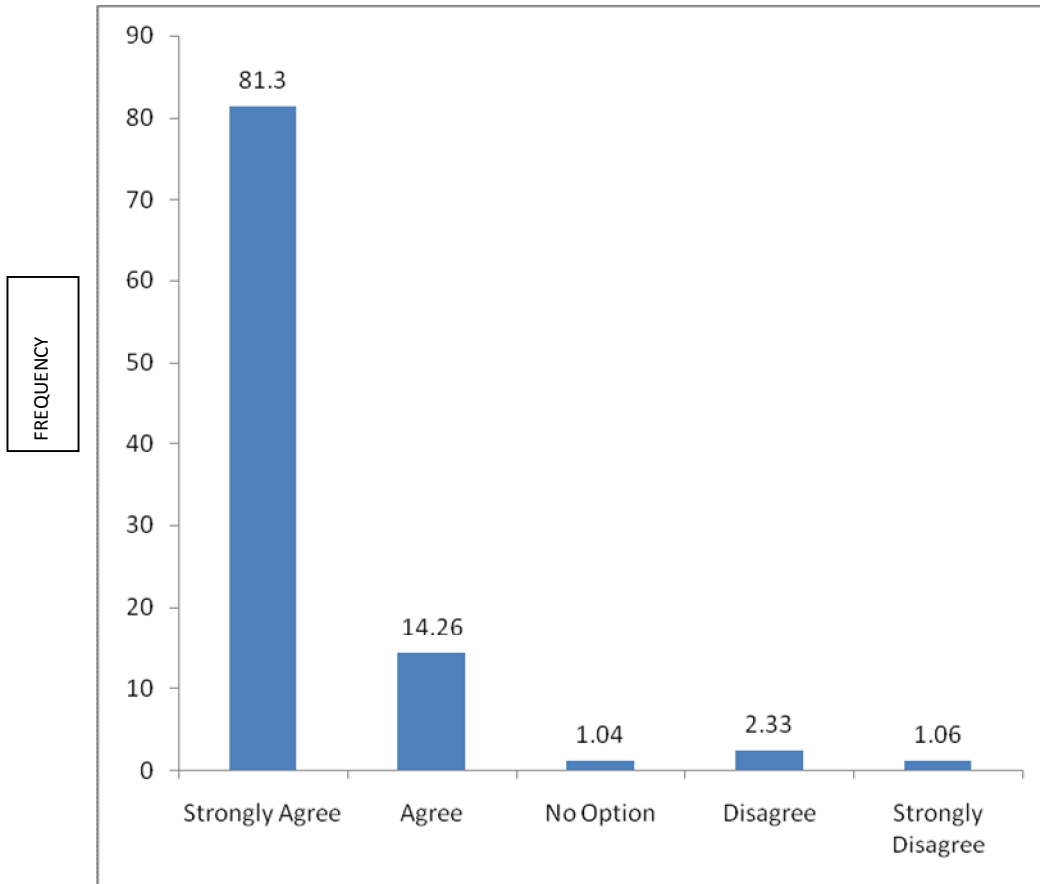


Source: Data from field work, 2012.

The results in Fig 19 showed the frequency distribution of respondents according to the response to the question of "sometimes, information could be obtained through memoranda within the NYSC Secretariat in Imo State". The results showed that 73.46% strongly agreed, 22.44% agreed, 2.33% and 1.33% strongly disagreed, while none indicated no opinion. These results implied therefore that the majority of the

respondents strongly agreed that sometimes, information could be obtained through memoranda within the NYSC Secretariat in Imo State.

Fig. 20: Directives and information from the Secretariat were always clear and transmitted without obstacle via existing avenues.

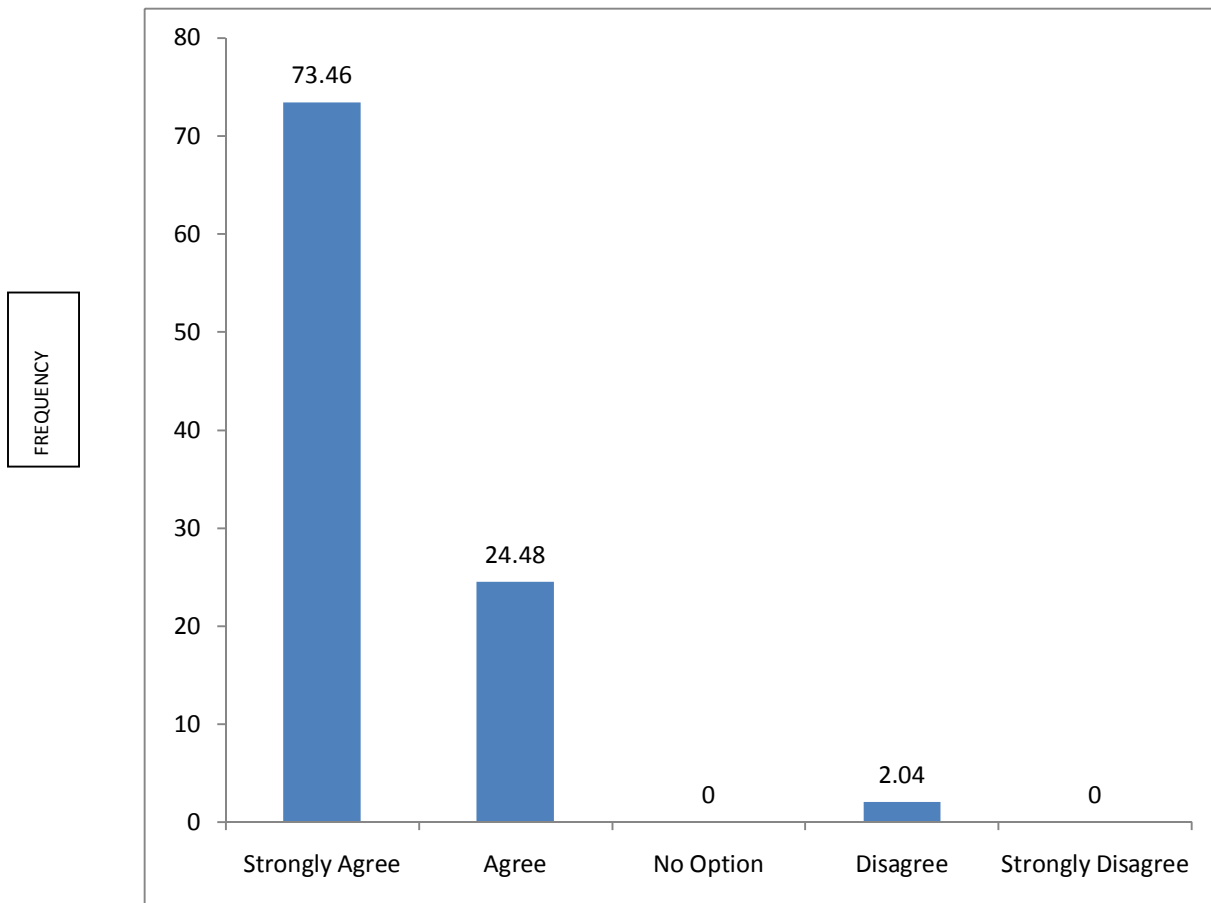


Source: Data from field work, 2012.

The results in Fig 20 showed the frequency distribution of respondents according to the response to the question of "directives and information from the Secretariat were always clear". The result showed that about 81.63% of the respondents indicated strongly agreed, 14.26% agreed, 1.04% no opinion and 2.33% disagreed, while 1.06%

of the respondents indicated strongly disagreed. These implied that the respondents agreed that directives and information from the Secretariat were always clear and transmitted without obstacles through the existing avenues.

Fig. 21: The interaction among Corps Members, Staff and public promoted social development.

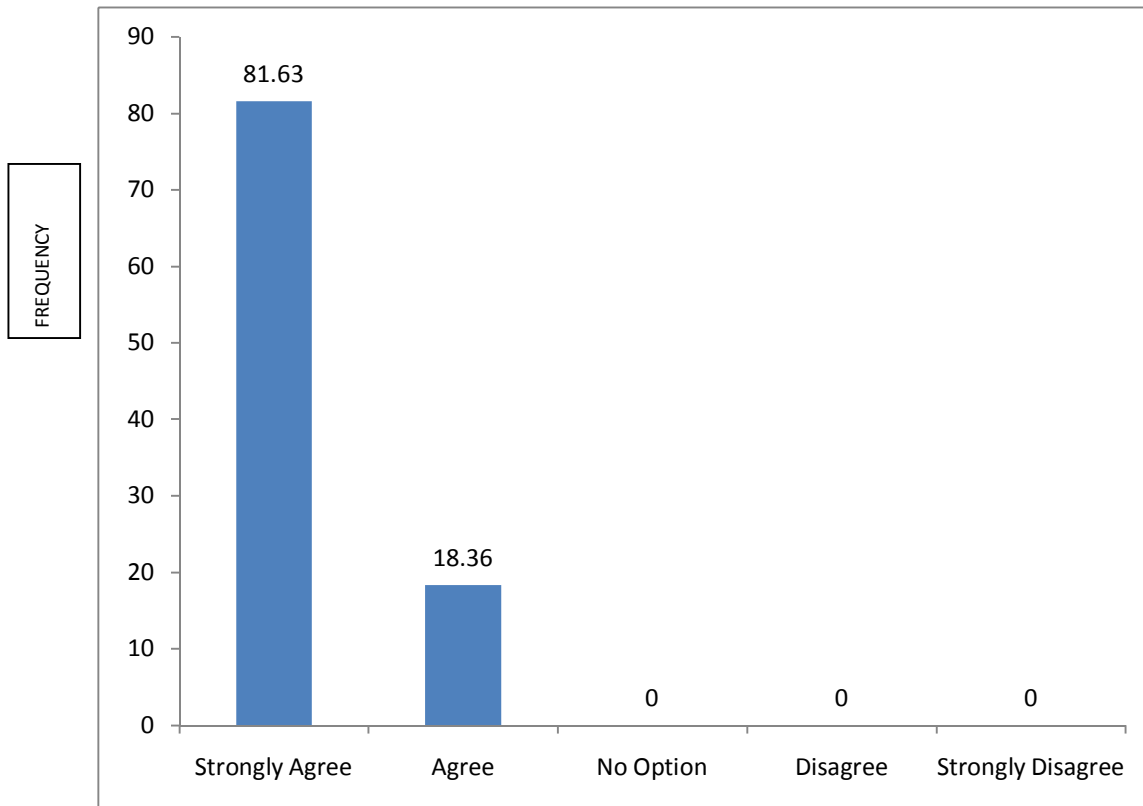


Source: Data from field work, 2012.

The results in Fig 21 showed the frequency distribution of respondents according to the response to the question of “the interaction among corps members, staff and public promoted social development”. The results showed that 73.46% of the respondents

strongly agreed, 24.48% agreed and 2.04% disagreed; while none of the respondents indicated no opinion and strongly disagreed. These implied that the respondents strongly agreed that the interaction among corps members, staff and public promoted social development.

Fig. 22: Messages were sometimes transmitted through telephones or Cell phones to corps members and staff.

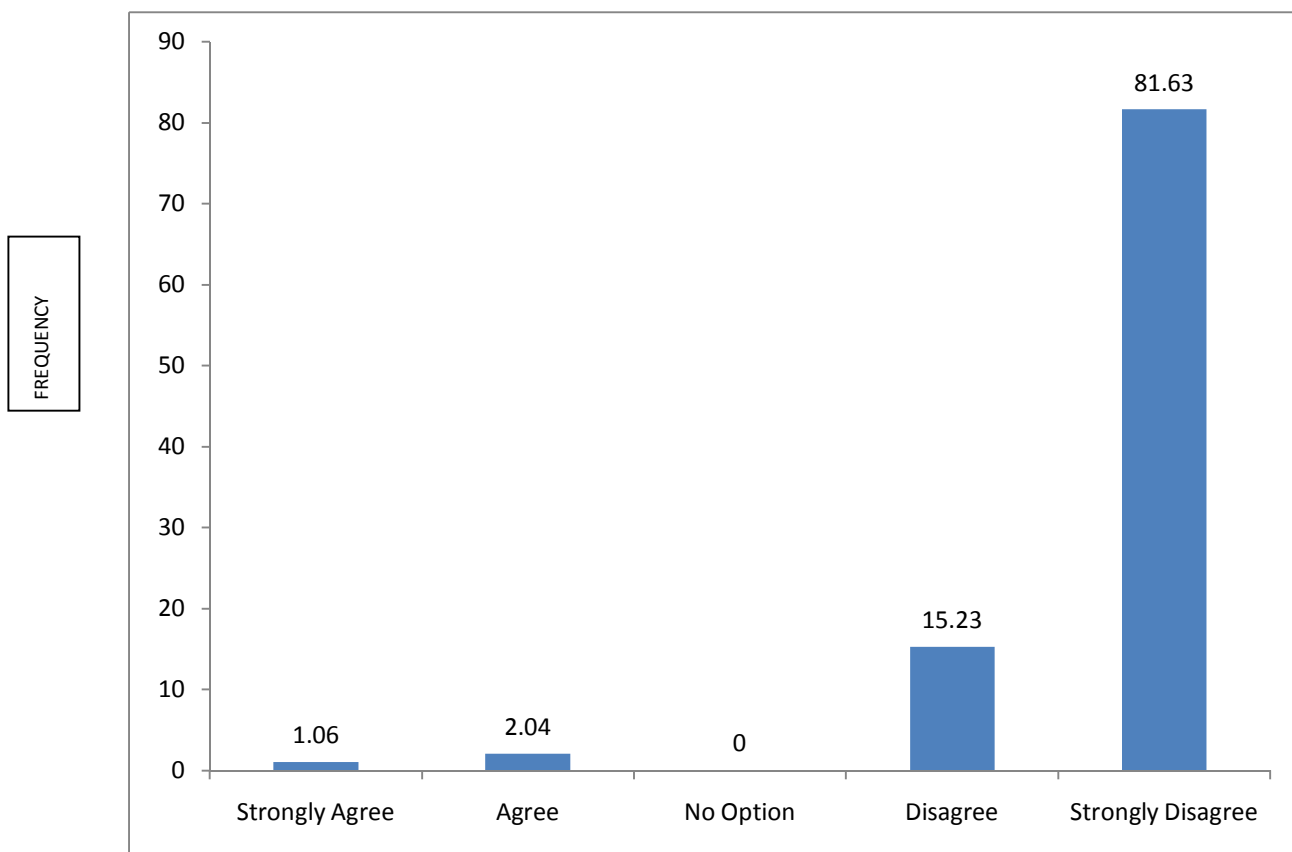


Source: Data from field work, 2012.

The results in Fig 22 showed the frequency distribution of respondents according to the response to the question of "Messages were sometimes transmitted through telephones or Cell phones to corps members and staff". The results showed that about 81.63% of

the respondents indicated strongly agreed, 18.36% agreed, none disagreed and strongly disagreed. None of the respondents indicated no opinion. The respondents strongly agreed that messages were sometimes transmitted through telephones or Cell phones to corps members and staff.

Fig. 23: Communication among the Federal, State, Local Governments and operating agencies constituted obstacle to the effective administration of NYSC in Imo State.



Source: Data from field work, 2012.

The results in fig 23 showed the frequency distribution of respondents according to the response to the question of “the interaction among corps members, staff and public promoted social development”. The results showed that 81.63% of the respondents

strongly disagreed, 15.23% disagreed, 2.04 agreed and none indicated no opinion and 1.06 strongly agreed. These implied that the majority strongly disagreed that communication among the Federal, State, Local Governments and Operating Agencies constituted impediment to the effective administration of the NYSC scheme in Imo State.

4.5 INTERVIEW- DATA ANALYSIS

In this sub-section, data gathered through interview instrument would be analyzed using the following indicators:

Effects of human resources on the administration of the NYSC scheme in Imo State; funds affected the effective administration and realization of the objectives of the NYSC scheme in Imo State; communication among the Federal, State, Local Governments and Operating Agencies constituted impediments to effective administration of the NYSC scheme in Imo State.

(a) Effects of human resources on the administration of the NYSC scheme in Imo State indicator:

In response to the question, "How do you assess the competence of the NYSC staff in the performance of their duties?"; it was revealed that the NYSC workers were competent and diligent in the discharge of their duties. The new employees were educated about their duties and what were expected of them before they were assigned their responsibilities. They further reported that the workers faced the challenges of their work confidently, knowing what to do at any time. The

interview sources therefore disagreed that there were inadequate human resources in the administration of the NYSC scheme in Imo State. Our sources also revealed that workers salaries and other benefits were paid to them fairly regularly and that helped to boost their morale and work ethics.

(b) Funds affected the effective administration and realization of the NYSC scheme in Imo State indicator: Responding to the questions', "you know that finance is crucial to the success of any programme, how adequate is the NYSC programme funded?"

Our interview sources revealed that the greatest challenges facing the NYSC scheme in Imo State was finance. The Government of Imo State –Achike Udenwa (2003-2007) used to assist the NYSC scheme in Imo State. The Government then donated a "Coaster Bus" to the NYSC scheme. This bus eased off some transportation problems. The same Government also donated one hundred bags of rice to augment the efforts of the Federal Government during orientation of new corps members. The sources also reported that from time to time, Udenwa's Government used to give some money to the NYSC scheme in Imo State, though not on a regular basis. The money from Udenwa's Government helped to sort out some financial problems.

Our interview sources further showed that from 2007-2011, another civilian Governor took over the Government of Imo State. The Government did not take care of the NYSC scheme until very close to 2011 General Election. To be precise, in March 2011, the Government donated "Kia Saloon Car" to the Imo

State NYSC scheme. The sources also revealed that perhaps when it was obvious that the corps members were going to participate in the 2011 General Election, the Imo State Government went to the orientation camp in March 2011 and gave five (5) thousand naira each to only corps members present in the March orientation camp. We were also informed that the Imo State Governor from 2007-March 2011 (see above) did not attend any NYSC public function as demanded by the Decree of 1973.

Responding to the question, "Are there pressing needs of corps members that cannot be provided because of shortage of funds?" It was revealed that facilities in Imo State orientation camp were inadequate. We were informed that Imo State did not build permanent orientation camp for corps members and that the present orientation camp was a renovated old Teachers Training College and Imo State converted it as a permanent site since 1996. The buildings were old and the old structures were poorly maintained. The hall for corps members lectures was too small and this resulted in using make shift pitched tents for corps members lectures. The hostels accommodation in the orientation camp were grossly inadequate. Some of the men's hostel doors could not close or had no locks at all. There were no good sources of water supply, rather there were many "Gee pee" tanks for water storage.



GEEPEE TANKS USED FOR WATER STORAGE IN THE ORIENTATION CAMP

Source: Picture taken during field work, 2012.

The immediate road to the orientation camp was bad. Suffice it to say that Imo State NYSC orientation camp was "Old Fashioned". The orientation camp was not fenced, local people mixed with leading corps members and NYSC staff. There was also lack of security while on camp.

Our interview sources further revealed that in the NYSC Imo State Secretariat, some of the roofs were bad and leaking, some office chairs and tables were broken, the office window blinds were worn out and needed to be changed.

Additionally, our sources further revealed that the State Government did not fund the NYSC Community Development Services (CDS). The NYSC CDS depended on philanthropists to finance them. Bearing in mind that NYSC CDS was essential requirement for the award of the NYSC discharge certificate, proper financial arrangement should have been made for the NYSC Community Development Services in Imo State. The people of Imo State had been the net beneficiaries of the proceeds of NYSC Community Development Services. The State Government should make lump sum of money available for the running of the NYSC Community Development Services. Take for example, there was an NYSC CDS called "war against poverty (WAP)". The corps members in this group, (WAP) war against poverty engaged in cassava farming. If adequate financial help was given to the corps members in WAP, they could expand their farm and produced more cassava for Imo State.

Responding also to the question "Are you aware of any case or cases of mismanagement of funds, fraud or corruption in Imo State NYSC?" Our interview sources depicted that there was no case or cases of financial mismanagement, fraud or corruption in Imo State NYSC.

(c) Communication among the Federal, State, Local Governments and Operating Agencies constituted impediments to effective implementation of the NYSC in Imo State indicators: In response to the question "Is there any communication problem between your Secretariat, the Federal, State and the Local Governments?"

Data collected from our interviews revealed that there was no communication problem. They reported that there were formal channels of communication, for example, messages could be sent or received through telecommunication, telephones, text messages, cell phones, mass media, memoranda and letters etc.

There was no communication problem.

4.6 TEST OF HYPOTHESES

Our task in this sub-section was to qualitatively test our hypotheses. This was made possible using Mean and Chi-Square Tests as statistical tools to analyze the data we derived from the questionnaires administered to respondents.

4.6a CHI-SQAURE TEST FOR HYPOTHESIS I

Human Resources had negatively affected the administration of the National Youth Service Corps in Imo State.

	STRONGLY AGREE	AGREE	NO OPINION	DISAGREE	STRONGLY DISAGREE	TOTAL
OBSERVED FREQUENCY	2	10	1	77	410	500
EXPECTED FREQUENCY	100	100	100	100	100	500

$$X^2 = \frac{\sum(\text{of } -ef)^2}{ef}$$

where:

of is the observed frequency

ef is the expected frequency

$$\text{Expected} \quad \frac{500}{5} = 100$$

$$X^2 = \frac{(2-100)^2}{100} + \frac{(10-100)^2}{100} + \frac{(1-100)^2}{100} + \frac{(77-100)^2}{100} + \frac{(410-100)^2}{100}$$

$$= \frac{(98)^2}{100} + \frac{(90)^2}{100} + \frac{(99)^2}{100} + \frac{(23)^2}{100} + \frac{(310)^2}{100}$$

$$= \frac{9604}{100} + \frac{8100}{100} + \frac{9801}{100} + \frac{529}{100} + \frac{96100}{100}$$

$$= 96.04 + 81 + 98.01 + 5.29 + 961$$

$$X^2 = 1241.34$$

$$df = 4$$

The result of the Chi-Square test showed that there were significant differences in the participants responses on the negative effect of human resources on the administration of the National Youth Service Corps in Imo State. It was revealed that significant number of respondents disagreed that human resources had negatively affected the administration of the National Youth Service Corps in Imo State. With Chi-Square 1241.34, $p < 0.05$, Mean 1.19 which was lower than the earlier established mean score of 3.0. Therefore, hypothesis 1 was rejected.

This implied that there were competent, knowledgeable National Youth Service Corps workers. The administrators working in the National Youth Service Corps in Imo State

were capable to face the challenges emanating from working in such a unique scheme that was result oriented. It was obvious that competent, diligent administrators were required to attain the objectives as prescribed by the NYSC Decree that established the scheme..

4.6B CHI-SQUARE TEST FOR HYPOTHESIS II

INADEQUATE FUNDS AFFECTED THE EFFECTIVE ADMINISTRATION OF THE OBJECTIVES OF NATIONAL YOUTH SERVICE CORPS IN IMO STATE

	STRONGLY AGREE	AGREE	NO OPINION	DISAGREE	STRONGLY DISAGREE	TOTAL
OBSERVED FREQUENCY	410	75	1	8	6	500
EXPECTED FREQUENCY	100	100	100	100	100	500

Source: Data from field work, 2012.

$$\text{Chi-Square } x^2 = \frac{\sum(\text{of} - \text{ef})^2}{\text{ef}}$$

where:

Σ = Summation

of = Observed Frequency

$$ef = \text{Expected Frequency}$$

$$ef = \frac{500}{5} = 100$$

$$X^2 = \frac{(410 - 100)^2}{100} + \frac{(75 - 100)^2}{100} + \frac{(1 - 100)^2}{100} + \frac{(8 - 100)^2}{100} + \frac{(6 - 100)^2}{100}$$

$$= \frac{(310)^2}{100} + \frac{(25)^2}{100} + \frac{(99)^2}{100} + \frac{(92)^2}{100} + \frac{(94)^2}{100}$$

$$= \frac{96100}{100} + \frac{625}{100} + \frac{9801}{100} + \frac{8464}{100} + \frac{8836}{100}$$

$$= 961 + 6.25 + 98.01 + 84.64 + 88.36$$

$$X^2 = 1238.26$$

The result of the Chi-Square test depicted that there were significant differences in the participants' responses on how inadequate funds affected the effective administration of the objectives and realization of the National Youth Service Corps in Imo State. ($X^2 = 1238.26$; $df = 4$; $p > 0.05$). The result portrayed that significant number of the respondents agreed that funding impeded effective administration and realization of the objectives of the National Youth Service Corps in Imo State. Also, the respondents had a mean score value of 4.74 which was higher than the earlier established mean value of 3.0. Therefore, the hypothesis II was affirmed.



IMMEDIATE ENTRANCE TO IMO STATE NYSC CAMP

This had its implications on the effective administration and realization of the objectives of the National Youth Service Corps in Imo State. Shortage of funds affected some projects in the Imo State National Youth Service Corps. For example, a Chapel situated at the Imo State National Youth Service Corps Secretariat could not be finished by the originators. But this same project was completed through the NYSC Staff Contribution Scheme. This mirrored the dangerous effect of Imo State Government not putting Community Development Services of the NYSC in the State budget.

Imo State Government had not built modern permanent orientation camp for the effective use of corps members. This resulted in the lack of security for corps members and National Youth Service Corps officials during orientation. Local people interacted and mixed with corps members during camping. The barrier of long stick that was placed on the road could easily be pushed out of the way by a "five" year old boy. This was clearly indicated in the picture below:



ENTRANCE TO IMO STATE NYSC ORIENTATION CAMP

Source: Picture taken during field work, 2012.



RELAXING CORPS MEMBERS IN THE ORIENTATION CAMP

The orientation camp facilities were badly maintained and inadequate. There was no pipe borne water; the place was “decorated” with Gee Pee tanks for water storage. There was no good drinking water in the orientation camp.

4.6C CHI-SQUARE TEST FOR HYPOTHESIS III

Communication among the Federal, State, Local Government and Operating Agencies constituted impediment to the effective administration of the National Youth Service Corps in Imo State.

	STRONGLY AGREE	AGREE	NO OPINION	DISAGREE	STRONGLY DISAGREE	TOTAL
OBSERVED FREQUENCY	4	10	0	86	400	500
EXPECTED FREQUENCY	100	100	100	100	100	500

Source: Data from field work, 2012.

Chi-Square

$$X^2 = \sum \frac{(of - ef)^2}{Ef}$$

where: Σ = Summation

of = Observed Frequency

ef = Expected Frequency

$$ef = \frac{500}{5} = 100$$

$$x^2 = \frac{(4 - 100)^2}{100} + \frac{(10 - 100)^2}{100} + \frac{(0 - 100)^2}{100} + \frac{(86 - 100)^2}{100} + \frac{(400 - 100)^2}{100}$$

$$= \frac{(96)^2}{100} + \frac{(90)^2}{100} + \frac{(-100)^2}{100} + \frac{(14)^2}{100} + \frac{(300)^2}{100}$$

$$= \frac{9216}{100} + \frac{8100}{100} + \frac{10000}{100} + \frac{196}{100} + \frac{90000}{100}$$

$$= 92.16 + 81 + 100 + 1.96 + 900$$

$$X^2 = 1,175.12$$

The result of the Chi-Square (X^2) test indicated that there was significant differences in the participants responses on how communication among the Federal, State, Local Government and Operating Agencies constituted impediment to the effective administration of the National Youth Service Corps in Imo State.

($x = 1,175.12$; $df = 4$; $p < 0.05$)

The result also depicted that significant number of the respondents disagreed that communication among the Federal, State, Local Government and Operating Agencies constituted impediment to the effective administration of the National Youth Service Corps in Imo State. It also had a mean score value of 1.25 which was lower

than the mean score value of 3.0 as earlier established. Therefore, hypothesis III was rejected.

This implied that there was no communication hindrance among the National Youth Service Corps Operating Agencies in Imo State. Communication among the National Youth Service Corps could be through electronic devices, viz: cell phones, telephones, television, text messages or media via notice boards, circulars, memoranda among others.

4.7 FINDINGS

After a careful analysis of the data got from the study, it was found that respondents related to human resources, having been negatively affected in the administration of the NYSC in Imo State, were in disagreement with the response to the question. Respondents were in agreement that the NYSC workers were competent, diligent and knowledgeable in the discharge of their duties. It was established that there was sufficient number of educated NYSC workers participating in the NYSC scheme in Imo State. It was important that the NYSC staff observed the work ethics of going to work on time.

Additionally, it was borne out that the NYSC staff were competent, diligent and skilled workers. Even though it was borne out that the NYSC workers were competent, diligent and skilled, they needed more training to learn the current Information and Communication Technology (ICT).

It was also found out that fund was the greatest challenge facing the administration of the NYSC programme in Imo State. The Federal Government was the sole sponsor of the NYSC scheme in Imo State, while the State and Local Governments augmented.

It was discovered that Imo State had not yet built orientation camp as stipulated by the Decree that established the NYSC scheme in 1973. Imo State orientation camp was an old Teachers Training College that was converted and renovated for this purpose since 1996. Information also showed that the workers salaries were paid fairly regularly.

Furthermore, the finding revealed that there were no communication problems among the Federal, State, Local Government and Operating Agencies in the NYSC scheme in Imo State. The NYSC scheme had formal and informal channels of communication. Information could be transferred through cell phones, text messages, via television, media, telephones, radio and so on.

CHAPTER FIVE

5.0 SUMMARY OF FINDING AND DISCUSSION.

5.1 SUMMARY OF FINDINGS

Undoubtedly, the administration of the National Youth Service Corps (NYSC) scheme in Imo State could not have been possible without the presence of some crucial implementation factors. These implementation factors were inter-related and interacted with one another to either enhance or hinder administration of the NYSC scheme in Imo State. It was because of their paramount importance in the administration of the NYSC scheme in Imo State that we investigated them to find out the extent to which the administration of NYSC scheme was being carried out in Imo State. They were Human Resources, Finance and Communication.

Therefore, the following formed the bases of the research endeavour.

The frequency distribution of respondents according to responses related to human resources in the administration of the NYSC scheme in Imo State, that majority of the respondents, 81.63% strongly agreed that there were sufficient numbers of the NYSC workers participating in the NYSC scheme in Imo State (see 4.3A, Fig.3). The respondents also had a mean score value of 4.65 (see 4.3a, table 4 no 1), implied that the respondents were in agreement that there were sufficient numbers of staff taking part in the NYSC administration in Imo State.

It was also found out that the frequency distribution of respondents according to the response to the question that the NYSC staff were very competent in carrying out their duties. The majority of the respondents 73.46% strongly agreed and were in

agreement with the response to the question that the NYSC staff were competent, diligent and knowledgeable in carrying out their duties (4.3a, fig.4). In the same vein, the respondents had a mean score of 4.89 (4.3a-table 4, no.2). This result showed that the respondents were in agreement with the response to the question since the mean score was higher than value of 3.0 but in disagreement with the hypothesis 1 of human resources negatively affected the administration of National Youth Service Corps in Imo State. It was further found that the frequency distribution of respondents according to the response to the question that punctuality was an essential aspect of work ethics. The NYSC workers came to work on time. The majority of the respondents 75.51% strongly agreed and were in agreement with the response to the question-(4.3a, Fig.6). The analysis also showed that the respondents had a mean score value of 4.67 which was greater than the mean score value of 3.0. This showed that the respondents were in agreement with the response to the question that the NYSC workers came to work on time.

It was observed that the majority, 81% of the respondents strongly disagreed (4.3a fig.no 7) that human resources negatively affected the NYSC scheme in Imo State. Also, it was found that the results in Table 1,no.7 showed that it had a mean score value of 1.19 which was lower than the mean score value of 3.0. This implied that the respondents were in disagreement that human resources had negatively affected the NYSC scheme in Imo State, thus rejecting the first hypothesis. From our analysis, it was discovered that the greatest challenge confronting the NYSC scheme in Imo State was fund. The frequency distribution of respondents according to the response to the

question that "fund was not always released on time for the administration of the NYSC programme in Imo State"; majority 77.55% of the respondents strongly agreed (4.3b, Fig.10) that fund was a major problem for the NYSC implementation. The respondents had a mean score value of 4.88 (4.3b Table 5, no 8) which was higher than the mean score of 3.0. This showed that the respondents were in agreement with the response to the question supporting the hypothesis II.

Also, the frequency distribution of respondents according to the response to the question "facilities in the orientation camp were grossly inadequate and that the State Government should fund Community Development Services". The result indicated that 73.46% of the respondents (4.3b, fig 15) strongly agreed that the facilities were grossly inadequate in the Orientation Camp and that the State Government should fund Community Development Services. In the same vein, the respondents had a mean score value of 4.65 (4.3b, Table 5, no 13) showing that the majority of the respondents were in agreement with the response to the question, and that the mean score was greater than the score value of 3.0. Supporting the hypothesis II, that inadequate funds constituted obstacle to the effective implementation of the NYSC scheme in Imo State. This also showed the frequency distribution of respondents with 81.63% (4.3b, fig 16) strongly agreed and also it had mean score value of 4.75 which was greater than mean score value of 3.0. This implied that the respondents were in agreement that "inadequate funds was a challenge to the administration of the NYSC in Imo State". It was also found out that Imo State Government had not built orientation camp for corps members as prescribed by decree NO 24 of 1973.

Additionally, the study further found that communication among the Federal, State, Local Governments and the Operating Agencies did not constitute impediments to the effective implementation of the NYSC in Imo State. There were established channels of communication which could be used if needed, for example, information could be transmitted through electronic devices, radio, television, mails, cell-phones, telephones, media or memoranda among others. "Directives and information from the Secretariat were always clear and transmitted without obstacle through existing avenues" showed the frequency distribution of respondents of 77.55%, strongly agreed (4.3c, Fig. 20). Also, the respondents had mean score of 4.71 (4.3c, Table 6, no 18) which was higher than the Likert mean score of 3.0. "Communication among the Federal, State, Local Governments and the Operating Agencies constituted impediment to the effective implementation of the NYSC programme in Imo State". It had frequency distribution of respondents of 81% (Fig. 23) which strongly disagreed with the response to the question. Also it had mean score value of 1.25. This implied that the respondents were in disagreement with the response to the question since the mean of 1.25 was lower than the Likert mean score value of 3.0 . Hence, the hypothesis III was rejected.

5.2 **DISCUSSION OF THE FINDINGS**

This section focused on the discussion of the findings. This was done by examining the hypotheses. It was hypothesized that human resources had negatively affected the administration of the National Youth Service Corps in Imo State. It was

found that the human resources were adequate and that the workers were competent and diligent in the discharge of their duties. In the National Youth Service Corps scheme, the State Secretariats were charged not only with the implementation but also with the planning, organizing and posting corps members in line with their academic qualifications and at the same time with monitoring their performances. This was to ensure that the core objectives of the National Youth Service Corps were attained. Again, to achieve the objectives of the National Youth Service Corps, the administrators should be qualified to execute their duties efficiently and effectively.

5.3a HYPOTHESIS I

Human Resources had negatively affected the administration of National Youth Service Corps in Imo State

The Imo State National Youth Service Corps Co-ordinator had sound education and possessed a first degree in English Language and Masters Degree in Public Administration, had served in various capacities at both State and National levels, won many Honours Awards for excellent service in the National Youth Service Corps and had over twenty years of work experience in the scheme.

The Imo State Co-ordinator was assisted by competent and able lieutenants who possessed relevant qualifications such as First and Masters Degrees in Management, Accountancy, Public Administration among others. Some of them had worked in the National Youth Service Corps for over fifteen years in various States of the Federation.

The hypothesis that "human resources had negatively affected the implementation of the National Youth Service Corps in Imo State" had a mean score value of 1.19. This was lower than the mean score value of 3.0. This implied that the respondents disagreed with the question. With Chi-Square =1005.41, $p < 0.05$ and mean =1.19. The hypothesis I was rejected.

It was also discovered that there were fairly sufficient number of the National Youth Service Corps staff to implement the scheme in Imo State. The frequency distribution of the respondents according to the response to the question (see 4.4B, Fig.3) showed that the majority 81.63% strongly agreed. This also had a mean score value of 4.72 (see 4.3A, Table 4, no.1) which was higher than the mean score value of 3.0. This implied that the respondents were in agreement with the response to the question.

Punctuality was a crucial dimension of work ethics. The workers of the National Youth Service Corps, "Came to work" on time. Our findings depicted that it had a mean score value of 4.67 (4.3A, Table 4 no.4) which was greater than mean score value of 3.0 and indicated that the respondents were in agreement (see also the frequency distribution in (4.3A, Fig.4).

However, it was discovered that even though the NYSC workers were competent and diligent, that they needed more training to learn and acquaint themselves with the current Information and Communications Technology (ICT). This was found to have a

mean score value of 4.87 (4.3A, Table no.6) which was greater than the mean score value of 3.0, and implied that the respondents were in agreement.

5.3b HYPOTHESIS II

Inadequate Funds affected the effective administration of the objectives of National Youth Service Corps in Imo State

Another important finding of this study was that “funds affected the effective administration and realization of the National Youth Service Corps scheme in Imo State”. The finances needed to effectively mobilize the eligible participants in the scheme was enormous and it was unlikely that it would get adequate finances needed. Therefore, finance constituted serious constraint to effective administration of the scheme in Imo State.

In 2007, the Federal Government thought of reducing the number of corps members because of financial crises. About 174,000 graduates were supposed to be mobilized for that year’s service. The National Youth Service Corps organizers announced that it was forced to ration spaces because the financial allocation from the 2007 budget could only accommodate or take care of 120,000 corps members. The remaining 54,000 corps members according to the NYSC Director General, Brigadier Yusuf Bomol, would have to wait till march 2008 before they would be deployed or called up. Already, there were intending graduates slated for the March 2008, the

54,000 backlog would only compound the logistics pressure, resulting in overcrowding (Niyi Odebode, The Punch, August 2, 2007:2)

It was expedient at this juncture to briefly discuss the National Youth Service Corps Budget of 2009 and 2010. The discrepancy between the two Budgets was obvious. Thus, in 2009 the NYSC Budget was N41,892,033,237 while the 2010 Budget was N41,816,706,155. The gap of N75,327,082 appeared to be too much, considering the high inflationary rate in the Nigerian economy. One could have expected the 2010 National Youth Service Corps Federal Budget to be more than that of 2009. Again, the number of corps members increased as more tertiary institutions produced eligible candidates for National Youth Service Corps.

The 2010 Federal Budget for National Youth Service Corps of N41,816,706,155 was to be distributed to thirty six States plus the Federal Capital Territory, thus N1,130,181,247 per state. This meagre amount would be for the following:

- Total Personnel Costs
- Salary Wages-General
- Consolidated Salary
- Benefits and allowances
- Corps members/Camp official allowances
- Social contribution
- NHIS
- Pension

- General overheads
- Corps members/camp officials feeding
- Corps members transport and local transport
- Corps members kitting
- Life Accident Assurance Policy for serving Corps members
- Social Health Insurance for all serving corps members
- New projects
- Capital projects
- Sinking of Boreholes
- Construction of toilets among others
- Kitchen
- Supply of Gee-Pee tanks
- Purchase of generators
- Furnishing of NYSC secretariat, et cetera.

The above issues were self explanatory. One could see why there was hardly enough money for the NYSC administration scheme in Imo State.

Although we could not say that in all the NYSC implementation programmes, there were no cases of financial mismanagement or fraud or corruption. Even though we could not get report of such cases in Imo State, Ojo (2009, p.76) had reported a case of corruption within the NYSC at the Federal level. An example was when an ex-Director “had corruptly enriched himself with N7.23 million within a year” (African Concorde

1991). A special Military Tribunal charged with the responsibility of recovering the ill-gotten wealth reported that:

Before the trial commenced, Obasa had surrendered N7.23 million including 47,000 Pound Sterling from his account with Barclays Bank, London, to the Federal Government. The Government also seized two Mercedes Benz cars from him (African Concorde, May 20, 1991).

Delivering his judgment, Brigadier Paul Omu (now a retired Major General) pronounced thus:

If Colonel Obasa had diligently managed the funds of the Federal Government entrusted into his care, he would have done himself credit. Instead he allowed himself to be carried away by joining the get-rich-quick. (African Concorde, May 20, 1991).

The dimension of fraud in the NYSC could be part of the reason why there were insufficient finance. If people entrusted with the funds failed to release the money for the purpose it was meant for, this would hamper the NYSC programme, though in Imo State NYSC, there was no such report.

Incidentally, our questionnaire sources revealed that there were inadequate funds and that impeded the effective implementation and realization of the NYSC objectives in Imo State. This had a mean score value of 4.75 which was greater than the mean value of 3.0 indicating that they were in agreement. Hence, the hypothesis II was accepted.

It was also discovered that facilities in the Orientation Camp were inadequate. This also had a mean score value of 4.65 which was higher than the value of 3.0, depicting that the respondents were in agreement with the question. (see also Fig. 13 above).

It was found out that the fund was not always released on time. This also had a mean score value of 4.88 which was greater than the Likert scale value of 3.0, showing that the respondents were in agreement with the question. (see also Fig.8 above).

We could not identify any case or cases of fraud, financial mismanagement or corruption in Imo State. Suffice it to say that the reason for the inadequacy of funds for the NYSC administration in Imo State could partly be due to the financial crisis in the country as discussed above. The Imo State NYSC implementation scheme could not be insulated from the rest of the country. There was also economic meltdown in the whole world and Imo State NYSC could not be an exception.

The National Youth Service Corps had institutionalized process that could not wait until fund was made available. This irregular release of funds for the implementation of the programme resulted in over-stretching of the meagre finances in the NYSC scheme in Imo State. The greatest challenge confronting the National Youth Service Corps administration in Imo State was inadequate funds. The Federal Government was the sole sponsor of the National Youth Service Corps scheme implementation. The State and Local Governments should as demanded by the National

Youth Service Decree no.24 of 1973, repealed and replaced by Decree no. 51 of 1993 augment the efforts of the Federal Government.

Information gathered from our interview sources revealed that Imo State Government was not serious in fulfilling the financial demands in line with the NYSC Decrees. It was obvious that Imo State Government from 2003-2007 was NYSC friendly and donated a hundred bags of rice once during orientation period and also donated "Coaster Bus" to the NYSC. From time to time, Imo State Government gave money to the Imo State NYSC. But that was not as demanded by decree no.51 of 1993. Donations were different from the mandatory obligation of Five Hundred Thousand Naira (N500,000) annually which was not remitted. Also, the Imo State Government from 2007-2011 did not fulfill the financial demands of the NYSC Decree. Rather, our interview sources informed us that close to the 2011 General Election, the Imo State Government donated "Kia Saloon Car" to the Imo State NYSC and not money as expected by it. Had Imo State Government fulfilled the financial obligation as demanded by the NYSC Decree, that could have eased the financial scarcity of Imo State NYSC administration.

5.3c HYPOTHESIS III

Furthermore, we found out that "Communication among the Federal, State, Local Governments and Operating Agencies did not constitute an impediment to the effective implementation and realization of the National Youth Service Corps scheme in Imo State. The frequency distribution in (4.4c, Fig.21 above) spoke for itself. Also in (Table 6, no.21 above) had a mean score value of 1.25 which was lower than the mean score value of 3.0. This implied that the respondents were in disagreement with

the question and hypothesis III was rejected. The National Youth Service Corps had established avenues for transmitting information. Therefore, communication was not a challenge to the implementation of the NYSC scheme in Imo State.

CHAPTER SIX

SUMMARY, RECOMMENDATIONS AND CONCLUSION

6.1 SUMMARY

The Nigerian National Youth Service corps (NYSC) was established by Decree No 24 of 1973 by the Government of General Yakubu Gowon. The National Youth Service Corps was seen as a means by the Federal Government to achieve national unity and to integrate over two hundred and fifty ethnic linguistic groups in Nigeria (Onwuejeogwu 1995). This research was a study of the extent to which the administration of the National Youth Service Corps scheme was carried out in Imo State, Nigeria (2003-2011).

The major factors that impinged on the administration of the National Youth Service Corps were investigated. They were: human resource, funding and communication among others.

To unravel these factors, 'Descriptive Research' method was used. We used both questionnaires and interview techniques as instruments for primary data collection and documentary instrument as our secondary sources of data collection. The statistical tools used to analyze the data derived from the questionnaires were frequency distribution, simple percentages, mean and Chi-Square.

It was found, among others, that there were adequate human resources in the administration of National Youth Service Corps scheme in Imo State. It had been established that the National Youth Service Corps workers were competent, diligent and knowledgeable staff participating in the National Youth Service Corps in Imo State.

It was also found that inadequate fund constituted impediment to the implementation and realization of the National Youth Service Corps scheme in Imo State. Imo State Government had not built an ultra modern orientation camp for corps members' effective performance.

Additionally, the findings revealed that there appeared to be no communication impediments in the administration of the National Youth Service Corps scheme in Imo State. There were many established avenues through which information could be transmitted to the appropriate destination.

6.2 RECOMMENDATIONS

Based on the findings, the following recommendations were made:

The administration of the National Youth Service Corps in Imo State, had adequate human resources. Even though the workers were found to be competent and diligent, they needed to be given more training to learn the current Information and Communications Technology (ICT) for the execution of their activities in the administration process. New ideas and new knowledge were always cropping up and they needed to keep abreast of them.

Inadequate funds constituted impediment to the administration of the National Youth Service Corps scheme. The Federal Government being the major sponsor of the scheme should provide adequate funds. The Imo State Government should endeavour to contribute its share of finance regularly so that sufficient fund be made available to the implementation of the Imo State National Youth Service Corps scheme.

Imo State Government was to build a modern Orientation Camp for corps members. Facilities in the Imo State Orientation Camp were generally inadequate. Maintenance culture should be encouraged. The 'old' facilities should be serviced regularly and maintained. The Secretariat leaking roofs should be mended or re-roofed. Above all else, Imo State Government should endeavour to build a state-of-the-art Orientation Camp.

It was a general knowledge that National Youth Service Corps Community Development Services (CDS) were essential and compulsory for corps members before the award of National Youth Service Corps discharge Certificate. Rather than leaving the National Youth Service Corps CDS funding to philanthropists, Imo State Government should endeavor to include the National Youth Service Corps Community Development Services in its Annual Budget in addition to what is obtainable at the moment. This might ensure availability of fund for National Youth Service Corps Community Development Services.

Since fund was a major challenge in the National Youth Service Corps administration in Imo State, commercialization of an aspect of the scheme was recommended. Put differently, some National Youth Service Corps Community Development Services like War Against Poverty (WAP) might be commercialized. Some corps members were interested in the "War Against Poverty " Programme. WAP entailed cassava farming by interested corps members. The corps members were engaged in farming for the production of cassava. If they were given adequate

facilities, they could expand the farm and produce enough cassava for sale to improve the financial position of the National Youth Service Corps in Imo State.

6.3 CONCLUSION

The National Youth Service Corps was established to address an incessant national problem, the unity and integration of the bewildering patch work of ethnic nationalities in Nigeria. This work zeroed on the need to empirically investigate the extent to which the administration of the National Youth Service Corps was executed in Imo State. The work made an in-depth examination of the key and essential variables in implementing the policy, among them, human resources, funding and communication.

Data generated revealed that the National Youth Service Corps Policy in Imo State appeared fairly successfully administered. It was also found out that both corps members and staff of the National Youth Service Corps in Imo State exhibited a fairly unprecedented zeal, loyalty, dedication and commitment to the spirit of the scheme.

All in all, our findings depicted that a good number of Imo State citizens viewed the National Youth Service Corps positively. All said, limited financial resources available for the administration of the National Youth Service Scheme in Imo State did not halt the administration process.

Imo State Government was not contributing its share of finance as demanded by the National Youth Service Corps Decree that established the scheme. If the recommended Five Hundred Thousand Naira was paid regularly to National Youth Service Corps in Imo State, it might go a long way in relieving the financial burden on the scheme.

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APPENDICES

Dear Respondent

This questionnaire is designed to assist the researcher in assessing the administration of National youth Service Corps in Imo State, Nigeria. Be honest and independent while supplying answers to the items below.

Any information supplied shall be treated confidentially and used specifically for this research.

Thanks for your cooperation.

Bernadette I Nwachukwu (Mrs.)

Researcher

APPENDIX I

QUESTIONNAIRE

SECTION A: Personal Data

INSTRUCTION:

Tick (✓) the box that best expressed your opinion or fill n where appropriate. Do not supply more than one answer to a question.

1. Sex Male Female

2. Age: 17-27years 30years years
41-50years 60years 1 and above

3. Marital Status: ngle ried Divorced

4. Present Academic qualification:

FSLC

WASC

NCE

HND

1ST Degree

Masters

PhD

5. State of Origin:.....

SECTION B: CONTEXTUAL ISSUES

INSTRUCTION:

Tick (√) in only one column that best expressed your opinion, that is, from the five alternative responses in this section. The opinions are to be expressed in the following scales.

SA= Strongly Agree

A= Agreed

NO= No Opinion

D= Disagree

SD= Strongly Disagree

S/N		SA	A	NO	D	SD
1.	There are readily available staff to attend to corps members					
2.	The NYSC staff are very competent and diligent in carrying out their duties					
3.	The NYSC staff are friendly to corps members					
4.	Punctuality is an essential aspect of work ethics. The NYSC workers come to work on time.					
5.	The NYSC staff derive pleasure in doing their work					
6.	Staff of the NYSC need more training to enhance their performance					
7.	There are inadequate Human Resources in the administration of the NYSC in Imo State.					
8.	The fund is not always released on time for the administration of the NYSC in Imo State.					
9.	The monthly stipend from the federal government is paid as and when in Imo State.					
10.	The monthly stipend is inadequate for the needs of corps members and the state Government does not pay its own share of the stipend regularly.					

11.	Corps members are adequately equipped with materials needed for their effective performance.					
12.	Corps members are given adequate accommodation by their employers.					
13.	Facilities in the orientation camp are grossly inadequate.					
14.	Inadequate funds constitute obstacle to the effective administration and realization of the NYSC objective in Imo State.					
15.	National Youth Service Corps Secretariat in Imo State displays information on the notice boards					
16.	Corps members and Staff of the NYSC, sometimes obtain information through circulars					
17.	Sometimes information can be obtained through memoranda within the NYSC Secretariat in Imo State					
18.	Directives and information from the secretariat are always clear and transmitted with out obstacle via existing avenues.					

19.	The interaction among corps members, NYSC staff and citizens promote social development.					
20.	Messages are sometimes transmitted through telephones or cell phones to corps members and staff.					
21.	Communication among the federal state, local governments and operating agencies constitute obstacle to the effective administration of NYSC in Imo State.					

INTERVIEW GUIDE

1. How do you assess the competence of the NYSC staff in the performance of their duties?
2. You know that finance is crucial to the success of any programme, how adequately is the NYSC programme funded?
3. Are there some pressing needs of Corps members that can not be provided because of shortage of funds?
4. Are you aware of any case or cases of financial mismanagement, fraud or corruption?
5. The NYSC programme is anchored by the state and local governments, how would you assess the performance of the state and local government in this regard?
6. Is there any communication problem between your secretariat the federal, state and the local governments?
7. What do you consider the greatest challenge the NYSC programme is facing in Imo State?
8. What do you consider as the effects of NYSC community development services not being part of the Imo State government budget?
9. Kindly suggest ways of overcoming the challenges/problems facing NYSC and also what can be done to make the programme more successful.

**UNIVERSITY OF NIGERIA
NSUKKA, NIGERIA**

TELEGRAMS: NIGERSITY
TELEPHONE: Nsukka: 042/770282
EXIT: 115



DEPARTMENT OF
PUBLIC ADMINISTRATION
AND LOCAL GOVERNMENT

Our Ref UN/FSS/PALG/242

Date 2nd August 2011

TO WHOM IT MAY CONCERN

The bearer Mrs B. Nwachukwu is a Doctoral Student of the above named department, under my supervision.

She is conducting a research on the Implementation of the NYSC programme in Imo State of Nigeria.

The purpose of this letter is to introduce her and request that you give her necessary assistance to enable her obtain data/information for the study.

Be rest assured that any information given to her will be used strictly for academic purposes.

Thanks for your cooperation

W!
HPSR

R. C. Onah

Prof. R. C. Onah
Head, Dept. of PALG

*Pls give the figure
on Corps members
2011 Batch A, B, C to her.*

*~~File~~
12/8/11*

PAGES 199-205 CONTAINS THE NYSC 2009 & 2010 BUDGETS



RELAXING CORPS MEMBERS IN THE ORIENTATION CAMP



CORPS MEMBERS READY FOR THEIR LECTURES



CORPS MEMBERS WAITING FOR ORIENTATION LECTURES



CORPS MEMBERS WAITING FOR INSTRUCTIONS AT THE ORIENTATION CAMP



FIELD IN THE IMO STATE NYSC ORIENTATION CAMP



CORPS MEMBERS WAITING FOR ORIENTATION LECTURE



CORPS MEMBERS HAVING THEIR LECTURES



CORPS MEMBERS HAVING LECTURES AT THE IMO STATE ORIENTATION CAMP