

**ROLE OF STRATEGIC HR IN ENHANCING GOOD GOVERNANCE AND  
EFFECTIVE PUBLIC SECTOR MANAGEMENT FOR IN NIGERIA**

**BY**

**AWE, KAYODE OBAFEMI (PHD), MATANMI BOLANLE AND OBANLA**

**ABSTRACT**

Good government and effective public sector management by means of strategic and critical official human resources and practices are major requirements for overcoming economic recession and relighting sustainable national development. The study examined the role strategic human resource management could play in the actualization of good governance and public management, especially under economic recession in Nigeria. The study adopted a descriptive and theoretical approach by reviewing studies and propositions in comparative public administration and management across nation –states. The study showed that good governance and public management, overcoming recession and running with sustainable national development correlate the strong institutionalization of strategic human resource practices in the Nigerian federal, state and local governmental systems and processes.

That is, for the achievement of optimum public service delivery, productivity, popular involvement, and corresponding political power and legitimacy, transformative of general standard of living of Nigeria. The study also showed that to adequately improve on the decision processes outcomes, there is the urgent need for the application of international best practices, highly institutionalized differentiated, achievement oriented, performance centric, specialized and professionalized government staff, systems institutions and processes. The study recommended that the country invest in and step up strategic human capital management and development of public administrators, managers and officials, who are professionalized, honest and transparent, candid innovative with high and competences and highly capable of critical thinking (out of box). These are the major ways of launching the country out of economic recession and on the path of rapid and sustainable growth and development.

Keywords: strategic HR practices, Good Governance, public Management, sustainable Development, Economic Recession

**INTRODUCTION**

Good governance and availability of strategic and critical human capital are major determinants of rapid and sustainable national development. Obviously, economic recession and pervasive poverty are major manifestation of lack of good governance, and in sufficient and critical competences and human capital in public and private sector managements (Adebisi, Uga, 2003). Bad governance and inadequate supply of strategy, and critical human competences bring about socio-economic performance and quality of life.

A recessional economy and the attainment of sustainable development requires good governance and adequate supply of strategic and critical human resource through the deployment of strategic human resource management, development technologies for there to be hope of coming out of recession within a short time, the practices and vulnerability of pervasive poverty and other socio-economic problems. Africa is evidently worst hit by incidence of economic recession, attendant poverty and socio-economic challenges apart from the present pious of the state global economy. For Africa, these are largely traceable to the presence of bad governance and public management systems resulting from inadequate public, and to some extent private sector strategically and professionally managed human capital and institutional frameworks.

#### THEME OF PAPER

Nigeria, the largest economy in Africa, has over the years been plagued by bad governance, weak leadership and gross inadequacy of strategic critical and professional indigenous competences and human capital (Fajana 2011, Uga 2003). The pervasive critical competences have socio-economic problems in the last few years in Nigeria has much to do with bad governance, bad leadership, resultant effect of inadequate supply of indigenous strategic critical competences have capital and the weak and effective strategic human capital management. These are manifested in poor management of the nation's resources, coupled with large-scale fraud, corruption, huge funds siphoned out of the country in hard currency, poor execution of government programmes, for projects, for social welfare services and economic

infrastructures like power, energy, transportation, weak and mal-functioning institutions. Infrastructural decays are result of grossly inadequate supply or misapplication of strategic critical human capital and high performance systems and best practices, management concept and practices. Therefore, pervasive socio-economic problems and resultant recession is an eloquent manifestation of human resource deficiency especially in Nigeria public administration sector. These include limited skills and competencies and generally dearth of technological education, capabilities, research and development in public administration for sustainable socio-economic development and industrialization in Nigeria emergent economy. Adequate provision of strategic human capital is indispensable for the desired good governance and optimal public management. This paper focus on role played by strategic human resource assets competences and practices in promoting good governance and effective public management and in managing a depressed economy and sustainable national development. Using the general principles and integrated theoretical framework of comparative public administration, systems and strategic human resource utilization and development theory.

## **LITERATURE REVIEW**

Comparative Public Administration; Naidu, (2004) states that comparative public administration means cross culture and cross-national public administration (Jreisat, 2010). Expatriates that comparative study of public administrative structures functions, and behaviour across organizational and cultural boundaries helps to improve the reliability and applicability of public administrative systems, techniques and processes in cross culture and cross-national contexts and to determine the relative relevance, application and transplantation of knowledge and practices (Riggs, 1964, Wilson, 1887). After World War II, there was a misconception that public administration systems could be applied uniformly across the world. It soon became clear that the western kind of Weberian bureaucracy could not apply in many areas.

Public administration in different ecological setting is studied to discern the general principles of good government administration, methods of controlling administration, different administrative systems of different political systems, the working of the three traditional arms of government in presidential parliamentary or hybrid forms across the developed European countries, industrialized, industrializing and the emerging economies (Almond et al 2007, Dunlavy, 1990). Also, institutions at international levels and the changing paradigm in international relations have been brought about by globalization, global economic and financial systems, terrorism and climate change demonstration, human rights, inclusiveness and population.

As ways out of economic recession, the institutionalisation of good governance and public management, public administration systems at federal and state government levels now require courageous, bold leadership in all sectors, innovative HR strategies which are creative, honest and accountable, with critical thinking skills. These incorporate rethinking the existence and redefining the traditional weak, corrupt, impunity filled administrative behaviours and practices. These include establishing processes, strategic recruitment and selection, placement, job evaluation, compensation and performance management, talent management and human resource development with greater demand on accountability, honesty cost efficacy, cost-curtailment of huge styles, less extravagant fiscal, monetary and budgetary systems with more performance and profession centric.

Urgent public management and governance issues include to deal with economic diversification, infrastructural development of power, roads transportation, ports, agriculture, manufacturing, local technological developments and innovations, research and development, entrepreneurship and employability, new African studentship (entrepreneurs, researchers, innovators and developers of local context)

Other exigent issues include full employment, (OGI), Federal and fiscal Restructuring, Corruption and Poverty eradication, Peer Review, Foreign exchange, Commodity exchange, Fiscal and monetary policy, Attitudinal and Behavioural

Reorientation and changes of habits and extravagant lifestyles, Patronization of local goods and contents/technologies, Private Public Partnerships(federal, state and local government).

These are some of the major areas Nigeria, Africa and other emerging economies are in urgent need of strategically managed and developed skills, competences and human capital for good governance, effective service deliveries and public management increasing institutional and national economic competitiveness and fostering a sustainable development in Nigeria and Africa.

### **Administrative Systems**

The natures, structures, processes of a country's public administration depend on the environ (eco-system) and the level of development which form the bases of differences between the administrative systems of different countries of the world. The Weberian, ideal type model of bureaucracy is most applicable to the developed United States and Western European countries which are referred to as modernized Polities. That is, according to Joseph S. Pegleer, quoted in Edigin (1994) developed status is when an index of that which is deemed desirable and relatively preferable increase in magnitude. The characteristics shared by the modernized polices of US and Western Europe and Agriatric democracies, Japan, Malaysis, Hong Kong, South Korea, India, some with hybrid forms of democracies (Brans 2005, Heady 2001) include: (1) Highly differentiated and functionally specific with allocation of political roles based on achievement or merit rather than ascription. (2) Largely rational and secular, beyond traditional value political decisions (3) Volume and range of political administration is exclusive permeating all major spheres of life (4) High correlation between political power and legitimacy, popular identification with nation-state. (5) Popular interest and involvement in political system (6) large-scale complex and instrumental public service (Weberiam ideal bureaucracy). (7) A bureaucracy with highly specialized and professional categories, high degree of professionalization and technical specialization. (8) Relatively stable, matured nature and fully developed bureaucracy with fairly clear line of demarcation between

it and other political institutions, subject to effective, check and balance, control of other functionally specific political institution.

For the administrative systems in developing societies, much of the bureaucratic activities are channeled towards the realization of goals other than the achievement of programme objectives. That is to say they are not productive. No group interferes with them so they do thing as they like. The nature of administration in developing countries (Fatile et al 2013). Include (1) unequal distribution of services (2) institutionalization corruption (3) inefficiency in rule application (4) motives of self-expectation (5) a pronounced gap between formal expectation and actual behaviour. This is a complete departure from smaller number of ministries found in bureaucracies of core western countries like Britain, USA and the Asiatic democracies like Japan. As compared to developed polities the typical situation. In developing countries is one of political uncertainty, discontinuity and extralegal change. Further, a study of comparative public administrative systems, consider methods of human resource management and practices and workplace discipline are relatively higher in the developed, the hybrid political democratic politics as opposed to the developing countries which wallow in a miasma of poverty, corruption and political impunity (Adebisi 2013, Fatile et al 2013).

Good governance, as noted by Uga (2003), implies effective and efficient public administration, good policies, and sound management of national resources. It also entails ruling on the basis of equity and social justice, and obliterating corruption, nepotism, and political manipulation of public institutions. Good governance is said to have eight (8) major characteristics. It is participatory, consensus oriented, accountable, transparent, responsive, effective and efficient, equitable and inclusive, and follows the rule of law (United Nations Economic and Social Commission for Asia and the Pacific (2010). Good governance assures that corruption is minimized; under good governance, the views of minorities are taken into account and the voices of the most vulnerable in the society are heard in decision-making. Good governance is also responsive to the present and future needs of the society.

The main characteristics of bad governance as identified by World bank (1992) to include the following: inability to establish a predictable framework for labour and government behaviour in a manner conducive to development, or arbitrariness in the application of laws and rules, failure to properly distinguish between what is public and what is private leading to private appropriation of otherwise public resources, excessive rules, regulations, licensing requirements, and so forth, which impede the functioning of markets and encourage rent-seeking, priorities that are inconsistent with development, thereby resulting in misallocation of national resources, exceedingly narrow base for, or non-transparent decision-making.

### **Economic Theories**

In economics, there are many theories and systems of economic thought. However, two out of these are apparently most celebrated namely: classical theory which assumes the existence of full employment without inflation. Given wage-price flexibility, according to the classical school of economic thought, there are automatic forces in the economic system that tend to maintain full employment and produce output at that level; thus under the classical system of economic thought, full employment is regarded as a normal situation and any deviation from this level is something abnormal which automatically tends or adjusts towards full employment (Jhingan, 2001).

In Keynesian system of economic thought, the level of employment is said to depend on effective demand; thus unemployment results from deficiency of effective demand and the level of employment can be raised by increasing the level of effective demand (Jhingan, 2001). In Keynesian theory, the term “effective demand” denotes the total demand for goods and services at various levels of employment. Different levels of employment where aggregate demand equals aggregate supply; this is the point of effective demand.

Effective demand, according to the Keynesian theory, is determined by aggregate demand price and aggregate supply price. The aggregate demand price for the output

of any given amount of employment is the total sum of money or proceeds that is expected from the sale of the output produced when that amount of labour is employed. Coming to aggregate supply price, at any given level of employment of labour, aggregate supply price is the total amount of money which all the entrepreneurs in an economy, taken together, must expect to receive from the sale of the output produced by that given number of workers if employing them is to be justified. Put briefly, aggregate supply price refers to the proceeds necessary from the sale of output at a particular level of employment (Jhingan, 2001).

In the Keynesian framework, government intervention is required to reduce or eradicate deficiency in effective demand and thus bring about increase in employment, output and income. Thus, under the Keynesian system of economic thought, good governance is required to optimally manage a recessional or depressed economy.

It is worthwhile to state, at this point, that to optimally manage a depressed economy there is need for a blend of classical and Keynesian theories. In managing a depressed economy, the market should be relied on and made to perform efficiently; and the government should intervene adequately and most favourable so as to get the desired results.

Even though enterprise may be considered as part of labour but it is separated from labour because of its (i.e enterprise) specialist functions. The specialist functions include risk bearing, coordination, sound planning, efficient organization and provision of proper direction which are considered not purely classifiable as basic human labour. The basic human labour needed in production may be classified as general manpower need for economic growth and development whereas enterprise may be considered as part of the critical manpower required for rapid and sustainable economic growth and development.

Economic theory, in general, shows that there is a direct relationship between availability of valuable human capital and competence and economic growth and

development. In the simple neo-classical production function, output is positively related to labour and capital; as pointed out earlier, capital remains dormant unless it is activated by labour. Thus, it may be said that production and output depend mainly on labour. It is generally accepted among economists that it is the human resources or valuable human resources of an institution, organization or a nation, not its capital or its material resources, which ultimately determine the character and pace of its economic growth and development; indeed, strategically managed, developed, professionalized level and extent of performance competitiveness, human resources, as stated earlier, are the most important agents that bring about high performance economic growth and development in any nation.

### **Good Governance and Strategic HR**

To bring about tremendous solution to recession economic growth and development, good governance puts adequate machinery in place for strategic human resources management and effective service delivery, high performance development because economic growth and development depend largely on the supply of strategic expertise and efficient competence, particularly critical manpower (Jhingan, 2001). When a government that provides good governance is in place such government will understand the crucial role critical human capital plays in the economic growth and development process. Thus such government will make adequate provision for tremendous manpower development. Good governance through its various characteristics such as participation, transparency, responsiveness, equity and inclusiveness, effectiveness and efficiency, and accountability will provide adequately for tremendous and sustainable manpower development.

With strict adherence to the rule of law under good governance, business and socio-economic activities are bound to thrive; this is a major factor that brings solution to the problem of depression in an economy. Coming to transparency, this means that decision taken and their enforcement are done in a way that follows rules and

regulations. Transparency also means that information is freely available and directly accessible to those that will adequate information in provided and that it is provided in easily understandable forms and media (United Nations Economic and Social Commission for Asia and the Pacific, 2010). When there is absolute transparency in governance it will make the people to have implicit faith in the government and in government's politics and programmes; this is very crucial in managing a depressed economy.

With regard to responsiveness,, good governance requires that various institutions and processes should serve all stakeholders within a reasonable time frame. Indeed, under good governance, there is no unnecessary procrastination; institutions deliver services to the public promptly; necessary actions are taken by the government promptly; policies, projects and programmes are promptly put in place for the good of the people and for the growth and development of the society; and the needs of the people are promptly attended to. Suffice it to say the responsiveness is a major requirement for managing a depressed economy. Coming to being oriented, it is important to note here that there are multifarious actors and so many view points in a given society.

Good governance requires adequate mediation of various interests in a society to reach a broad consensus in the society on the things that are in the best interest of the whole community and how they can be achieved. Good governance also requires a broad and long term perspective on what is needed for sustainable human development and sustainable economic development in a given society and how to achieve the goals of such developments. This paves the way for rapid and sustainable economic growth and development in a given society; it is a necessary requirement for optimally managing an economy in depression. With regard to accountability, it is a key requirement of good governance. Not only governmental institutions but also the private sector and civil society organizations must be accountable to the public and to their institutional stakeholders. Who is accountable to whom varies depending on whether decisions or actions taken are internal or external to an

organization or institution. In general, an organization or institution is accountable to those that will be affected by its actions or decisions (United Nations Economic and Social Commission for Asia and the Pacific 2010).

It is evident from all the foregoing that good governance makes adequate provisions required for sound management of an economy, particularly a recessional economy that needs urgent recovery. Good governance provides the enabling environment and the mechanism for optimal management of a depressed economy.

As rightly pointed out in the literature, the development of indigenous manpower to serve as the propelling force for high performance of public administration and manager's institutional national growth and development is a major key to socio-economic and political development. There is need to recapitulate at this point that strategic and critical human resources and competences constitute the ultimate basis of the wealth of nation. Capital and natural resources are passive factors of production. Human beings with the right attitudes, critical thinking faculty, professional transparency are the active agents that accumulate capital, exploit natural resources; build social, economic and political organizations, and bring about socio-economic and national development (Psacharopoulos and Woodhall, 1997).

### **Characteristics of the Modern Political Systems**

The system of government organization is highly differentiated and functionally specific with allocation of political roles based on achievement rather than ascription, reflecting the general characteristics of the system. Among other things, this means a bureaucracy with a high degree of internal specialization and with competence and merit as standards for bureaucratic recruitment. Procedures for making political decisions are largely rational and secular. The power position of the traditional elite has been largely eroded and the appeal of the traditional value greatly weakened. A predominantly secular and impersonal system of law reflects this orientation. The volume and range of political administration is exclusive,

permeating all major spheres of life in the society, and tendency is towards further expansion. There is a high correlation between political power and legitimacy, resting upon a sense of popular identification with nation state which is widespread and effective. Popular interest and involvement in the political system is widespread, but this does not necessarily mean active participation, by the citizenry in general in political decision-making.(Melo 2012,)

The public service of a developed political system will be a large-scale complex and instrumental, in the sense that its mission is understood to be that of carrying out the policies of the political decision-makers.(Ratile et al 2013) These are the Weberian of an Ideal bureaucracy. The bureaucracy will be highly specialized and will require in its ranks most of the occupational and professional categories represented in the society. The bureaucracy will exhibit, to a make degree, a sense of professionalization, both in the sense of identification with the public service as a profession and in the sense of belonging to a narrow field of professional or technical specialization within the service, such as law, engineering or social work(Jreisat 2010). The political system as a whole is relatively stable and mature, and the bureaucracy is more fully developed, the role of the bureaucracy in the political process is fairly clear, and the line of demarcation between the bureaucracy and other political institutions is generally defined and accepted. The bureaucracy in a developed polity will be subject to effective policy control by other functionally specific political institutions.

### **Strategic Approach to Public Management**

The strategic approach to human resource management applies the concept of strategy to managing human resources. Following the growth of interest in strategic analysis in the face of mounting competition and competitiveness in most Industries, human resource has been identified as a potential source of competitive advantage (Armstrong 2012). It has been suggested by some proponents of the strategic human resource .management approach that the management of human resources must fit within a suitable job(public service or private service

permeating all major spheres of life in the society, and tendency is towards further expansion. There is a high correlation between political power and legitimacy, resting upon a sense of popular identification with nation state which is widespread and effective. Popular interest and involvement in the political system is widespread, but this does not necessarily mean active participation, by the citizenry in general in political decision-making.(Melo 2012,)

The public service of a developed political system will be a large-scale complex and instrumental, in the sense that its mission is understood to be that of carrying out the policies of the political decision-makers.(Ratile et al 2013) These are the Weberian of an Ideal bureaucracy. The bureaucracy will be highly specialized and will require in its ranks most of the occupational and professional categories represented in the society. The bureaucracy will exhibit, to a make degree, a sense of professionalization, both in the sense of identification with the public service as a profession and in the sense of belonging to a narrow field of professional or technical specialization within the service, such as law, engineering or social work(Jreisat 2010). The political system as a whole is relatively stable and mature, and the bureaucracy is more fully developed, the role of the bureaucracy in the political process is fairly clear, and the line of demarcation between the bureaucracy and other political institutions is generally defined and accepted. The bureaucracy in a developed polity will be subject to effective policy control by other functionally specific political institutions.

### **Strategic Approach to Public Management**

The strategic approach to human resource management applies the concept of strategy to managing human resources. Following the growth of interest in strategic analysis in the face of mounting competition and competitiveness in most Industries, human resource has been identified as a potential source of competitive advantage (Armstrong 2012). It has been suggested by some proponents of the strategic human resource .management approach that the management of human resources must fit within a suitable job(public service or private service

organisation) (Mabey. et. al., 1998; Boxall and Steeneveld, 1999). The HR strategy is concerned with the challenge of matching the philosophy, policies, programmes, practices and processes - the five "Ps" - in a way that will stimulate and reinforce the different employee or service provider role behaviours that are appropriate for each competitive strategy and situation (Schuler. 1989, 1992).

Characteristics of a Strategic Approach to Human Resources Management. Explicitly recognizes the impact of the outside environment; rapidly changing market they closely watch their competitors and then adapt as best they can. Finally, a firm can become a reactor. Reactors see major changes in their environment but have difficulty adjusting quickly enough to meet these changes. Some organisations have this strategy primarily because of fixed capital investment. Size and a high wage structure. Adopting any of these strategic profiles will impact human resources. According to Anthony, Perrewe and Kacmar (1996), defenders want aggressively aimed specialists in the industry in order to produce and market their narrow line of products. Prospectors want aggressive entrepreneurial types of people who are willing to take risks to develop new products and markets Analyzers value both stability and innovation in employees, depending on which unit the employees are working. Finally, reactors want employees who are less resistant to change and able to help the organization move along its chosen path.

Two generic categories of strategy seem to have had the greatest impact on human resources management in recent years. Cynthia Fisher (2007) classified the strategies into two categories: Growth-prospector-high-tech entrepreneurial strategies and Mature-defender-cost efficiency strategies. Organisations in the growth mode require creative, innovative, and risk-taking behaviour from employees. Mature - defender -firms need just the opposite kind of behaviour repetitive predictable and carefully specified.

## **CONCLUSION**

Public administration system in a globalised, dynamic and competitive world need a combination and an integration of the above types of organizational strategies. The study showed that good governance and public management, overcoming economic recession and running with sustainable national development correlate in current context the strong institutionalization of strategic human resource management practices in the Nigerian federal and state governmental systems and processes. That is, for the achievement of optimum public service delivery, productivity, popular interest/involvement, corresponding political power and legitimacy transformative of general standard of living of Nigerians. The study also showed that to adequately improve on the decision processes outcomes, there is the urgent need for the application of international best practices in public services, highly institutionalized differentiated, achievement oriented, valuable, specialized and professionalized government staff, administrators, systems and processes. the study recommended that the country invest and step up strategic human capital recruitment, job evaluation, talent compensation and performance, development and reorientation management and the development of public administrators, managers and officials, who would be professionalized, honest and transparent, candid and innovative officers with high competences highly capable of critical thinking (out of box). These are the major ways of launching the country out of economic recession and path of rapid and sustainable growth and development.

## **Recommendation**

The study recommended that the country invest in and step up strategic human capital management and development of public administrators, managers and officials, who are professionalized, honest and transparent, candid innovative with high and competences and highly capable of critical thinking (out of box). These are

the major ways of launching the country out of economic recession and on the path of rapid and sustainable growth and development.

## **REFERENCE**

- Almond, G.A et al (2007). *Comparative Politics Today: A World View*. New Delhi: Pearson Education Inc.
- Bhagwan, V. and Bhushan, V. (2006). *Public Administration*. New Delhi: S Chand Publishers.
- Brans, M. (2005). *Comparative Public Administration: From General Theory to General Frameworks*. Peters, B.G and Pierre, J. (eds). *Handbook of public Administration*. London: Sage Publications.
- Dahl, R.A. (1971). *Polyarcy: Participation and Opposition*. New Haven, CT: Yale University Press.
- Dunleavy, P.et, al (1990). *Developments in Britain Politics 3*. London: Mac-millian.
- Edigin, L.U (1994). *Comparative Public Administration: An Overview*. In Edigin, L.U (ed). *The Dynamics of Comparative Public Administration*. Benin City: Nation Wide Publication Bureau.
- Fatile, J.O and Adejuwon, K.D (2010). *Comparative Public Administration: A Theoretical Exposition*. In Ogundele O.J (ed), *Comparative Management and Administration: A Book of Readings*. Lagos: Concept Publications.
- Haque, M.S (2010). *Rethinking Development Administration and remembering Fred, W.Riggs*. *international Review of Administrative Sciences*. 74 (4) 76773.
- Heady, F (2001). *Public Administration: A Comparative Perspective*. 6<sup>th</sup> ed. New York: Marcel Dekker.
- Jreisat, J.E (1997) *Comparative Public Administration Is Back In, Poverty*. *Public Administration Sciences*. 76(4) 612631.
- Jreisat, J.E (1997) *Public Organization Management: the Development of Theory &Process*. London & West Port, CT:Quorum.

- Jhingan, M.L. (2001) *Advanced Economic Theory*, 11<sup>th</sup> Revised and Enlarged Edition. Delhi: Vrinda Publications.
- Mello, L.(2012). *Local government Cooperation for Joint Provision: The Experience of brasil & Spain with Inter municipal Consortia*. International Center for Public Policy working Paper 12-18 March
- Naidu, S.P (2004). *Public Adninimstration concepts & theories*. New Deihi: Age International Publishers.
- Nigerian Economic Summit Group (NESG) (2006) *Human Capital, Social Policy and Infrastructure*. NESG Economic Indicator, 12(3), 75-83.
- Organization for Economic Cooperation & Development (1995). *Governance in Transition: Public Management Reforms in DECD Countries* Paris. OECO
- Ozughalu, U.M. (2008) *Poverty, Underdevelopment and Global Competitiveness: A Reflection on Nigeria's Situations*. NESG Economic Indicators, 14(3), 45-53.
- Psacharopoulos, G. and Woodball, M. (1997) *Education for Development: An Analysis of Investment Choice*. New York: Oxford University Press.
- Riggs, F.W (1973). *Ecology of Public Administration*. Bombay: Asia Publishing House
- United Nations (2002). *Professionalism and Ethics in the Public Service: Issues and Practices in Selected Regions*, New York; United Nations
- Uga, E.O. (2003) *Governance and Human Resource Deficiency: The Political Economy of a Nigerian Paradox*. In: *Human Resource Development in Africa, Selected Papers for the 2002 Annual Conference of the Nigerian Economic Society (NES)*
- United Nations Development Programme (UNDP) (2009) *Human Development Report*. New York: Oxford.

United Nations Economic and Social Commission for Asia and the Pacific (2010)  
What is Good Governance?

[Http://www.unescap.org/pdd/prs/ProjectActivities/Ongoing/gg/governance.as](http://www.unescap.org/pdd/prs/ProjectActivities/Ongoing/gg/governance.as)

Retrieved on 17/01/2010

World Bank (1992) Governance and Development Washington, DC: World Banks