

THE INTERFACE BETWEEN GOVERNMENT POLICIES, HUMAN CAPITAL DEVELOPMENT AND POVERTY REDUCTION IN NIGERIA

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ABSTRACT: *There can be no significant development in any country without functional and adequate human capital development. The reasonability of every government is determined to a larger extent on the ability of the government to better the lives of its citizens through the development of sound macroeconomic policies that will reduce poverty and inequality, controlled growth rate of population, attainment of high per capita income, programmed external borrowing and so on. The cumulative effect of these is to a greater extent the elimination of poverty and inequality in a nation. On the contrary, the major issues of critical concern in Nigeria in particular and developing nations in general are weak and poor policies resulting into high level of poverty and inequality. In view of the above, this paper seeks to examine the relationship between Government Policies, Human Capital Development, Poverty and Inequality Reduction thereby examining the policies of various regimes in Nigeria and how these policies have affected level of inequality and poverty in Nigeria. The following questions were raised to guide the writing of this paper. 1. What is meant by the following concepts: governance, poverty, inequality, human capital development? 2. What are the causes of poverty in Nigeria? 3. What are the possible solutions to human capital development problems, inequality and poverty? 4. Can Nigeria meet the targets as set by MDGs by 2015? The methodology adopted in this presentation is theoretical in approach. It is important to note that as laudable as some of these policies and programmes were, the sincerity of their establishment and poor implementation mechanism were the major causes of failure of these policies, resulting into high level of poverty and inequality in the society. In view of this, the paper therefore recommended that there should always be sincerity in the establishment of policies, faithful implementation of transformation agenda, NEEDs, MDGs, and other supportive programmes, full and proper implementation of Universal Basic Education and other structural levels of our educational policy to mention just a few.*

KEYWORDS: *Governance, Human Capital Development, Poverty and Sustainable Development.*

INTRODUCTION

The responsibilities that governance impose on elected leaders in a democracy include securing the lives of citizens, managing the economy to generate employment, benefiting the poor, the needy and the sick, and insuring and protecting the citizens from the uncertainties of social life.

Nigeria has been rated as one of the poorest in the world in that we seem to have one of the highest numbers of poor people in spite of the tremendous wealth of natural and human resources with which we are endowed. The reason adduced to this paradox has been the inability of our leaders to utilise our resources for the benefits of our people. In the last three decades, Nigeria has spent a better percentage of her resource battling poverty from the civil administration of President Shagari to the military administration of Generals Buhari, Babangida and Abacha, enormous amount of money had been invested in poverty alleviation. Yet on the eve of President Obasanjo's second coming in 1999, the World Bank's report revealed that the Human Resource Index (HDI) of Nigeria was 0.47 and almost 70 percent of the population was living below poverty level (2013). As stated in the Constitution of Nigeria (1999), the security and the welfare of the people shall be the primary purpose of government. Government is committed to long-term sustainable development by making necessary decisions to realise her vision of stimulating economic growth and tackling the deficit, maximising wellbeing and protecting our environment, without negatively impacting on the ability of future generation to do the same.

The dream of our nationalists, who fought for the country's independence, was to have a strong, vibrant and united one Nigeria, which would be the pride of all the people. This dream today has been dashed, due largely to all the challenges plaguing the developmental process of Nigeria ranging from poor leadership, growing corruption in high places, infrastructural gap, poor institution and corporate governance, and low quality of education due to inadequate funding and irrelevance of curricular to industrial needs, structural rigidities, dualism and false paradigm model by keeping it in the sales to the extent that the primary sector does not relate meaningfully with the secondary and tertiary sectors. Hence, overdependence on mono product, which was susceptible to shocks in the international oil market and disproportionate reliance on primary end of markets both in agriculture and extractive sectors, without any meaningful addition, would never result in commensurate employment creation and income redistribution, imbalance in the Nigerian economy where the rich in the society concentrated on oil due to attractive revenue, while agriculture with its meagre revenue was consigned to the poor and subsistence farmers. Other challenges include poor investment climate which has made the economy uncompetitive and the "Dutch Disease" factor which has led to the concentration on the oil sector at the detriment of the real sector since 1970s.

Nigerian image abroad is still low. Policy inconsistency has resurfaced as seen in the banking, aviation, external trade and foreign exchange directives, government officials readily and openly contradict and run down each other, corruption has grown in lips and bounds and businesses have to contend with multiplicity of regulators, regulations, levies, and taxes. The privatisation process is remembered more for conflicts, inconsistencies and mega scandals. Our finances are managed in the most lackadaisical manner. Government as to what we owe, what we own, and what we should own. Politicians are suffering from acute syndrome of perpetually staying in the corridor of power. Men and women occupying ministerial position are playing politics of coquetry and survival rather than the job of liberating the people from the pangs of misery. The level of poverty is worsening leading to further reduction in demand for goods and services. The cost of starting and being in business is still high and there is near total collapse of infrastructure and social services.

The aim of this paper is to examine the interface between government policies, human capital development and poverty reduction in Nigeria. The objectives of this paper are as follows: i. to discuss methodological issues in governance, human capital development and poverty

reduction in Nigeria; ii. to describe illustratively inefficient governance and high poverty model, efficient governance and low poverty model and UNDP and governance for human development; iii. to examine poverty alleviation policies and programmes in Nigeria. Content analysis was used in writing this paper.

Methodological Issues in Governance, Human Capital Development and Poverty

Concept of Governance

Ikpi (1997) defines governance as the total ability to organise, synthesis and direct the various actions of the working parts of government machinery in order for such a government to perform meaningfully, creditable and acceptable. Thus governance involves both the governing class and the governed people and good governance must of necessity be democratic, entail popular participation by the people, be accountable and ensure basic freedoms. According to Sylla (2000), governance is an act of governing the society to direct the state ensure good functioning for a harmonious societal development. The World Bank (1997) defined governance as the manner in which power is exercised in the management of a country's economic and social resources for development.

Governance is a government's ability to make and enforce rules, and to deliver services. Governance is about the performance of agents in carrying out the wishes of principals, and not about the goals that principal sets. The government is an organisation which can do it's what has traditionally fallen with the domain of public administration, as opposed to politics (Fukuyama, 2013).

Principles of Good Governance

As stated by Kofi Anna (1999) "in practice good governance involves promoting the rule of law tolerance of minority and opposition groups, transparent political processes, an independent judiciary, an impartial police force, a military that is strictly subject to civilian control, a free press and vibrant civil society institutions, as well as meaningful election. Above all, good governance means respect for human right". Good governance is the transparent and accountable management of human, natural, economic and financial resources for the purposes of equitable and sustainable development.

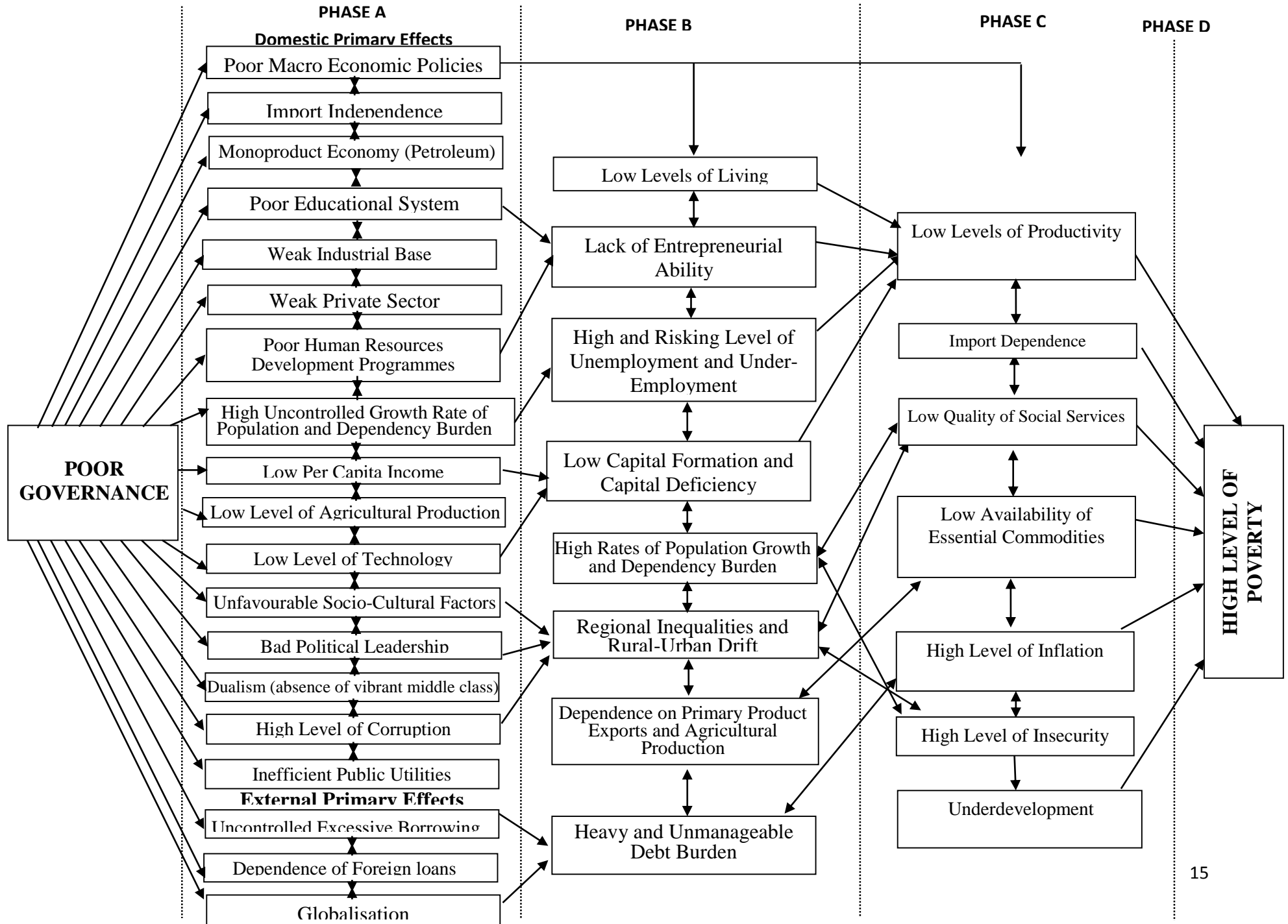
Good governance promotes inclusion, promotes equity, partnership, subsidiary, participation, pluralism, transparency, accountability and the rule of law. And it is effective, efficient, responsive and sustainable over the bag run. Governance must be rooted in these principles to move society toward greater human development through poverty eradication, environmental protection and regeneration, gender equality and sustainable livelihoods. Good governance also decentralizes authority and resources to Local Governments to give citizens a greater role in governance. Finally, good governance ensures that civil society plays an active role in setting priorities and making the needs of the most vulnerable people in society known. In sum, governance is good if it supports a society in which people can expand their choices in the way they live; promotes freedom from poverty, deprivation, fear and violence, and sustains the environment and women's advancement. Good governance also translates into the guarantee of human rights and the rule of law, and transparent and accountable institutions. Good governance does not violate human rights and human dignity. And a country where the poor have a voice in their government is more likely to invest in national policies that reduce poverty. Real progress in combating poverty can achieve when people's interests, needs and human rights are at the centre of governance institutions and practices. Good governance

provides the setting for equitable distribution of benefits for growth and development. See figure 1 and 2.

In practice, the principles of good governance translate into certain tangible things, such as: i. free fair and frequent election; ii. a representative legislature that makes laws and provides oversight; and iii. an independent judiciary that interprets laws.

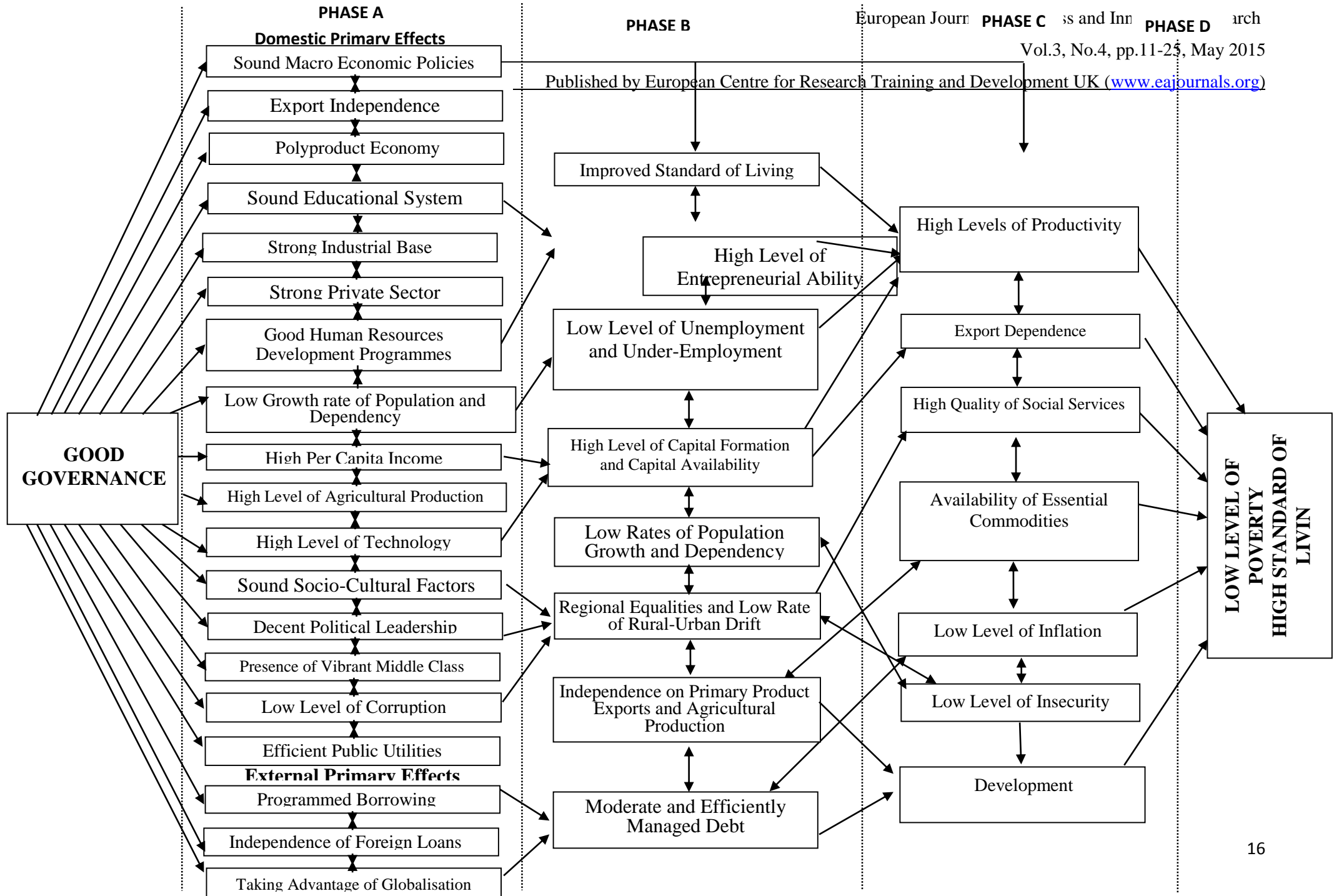
The greater threat to good governance today come from corruption, violence and poverty, all of which undermine transparency, security, participation and fundamental freedom.

Figure 1: Inefficient Governance and High Poverty Model



Source: Adapted from Ogundele Et al (2005) Governance and Poverty in Nigeria, Ilesanmi, (2014) Imperatives of Good Governance on National Development

Figure 2: Efficient Governance and Low Poverty Model



Source: Adapted from Ogundele Et al (2005) Governance and Poverty in Nigeria, Ilesanmi, (2014) Imperatives of Good Governance on National Development

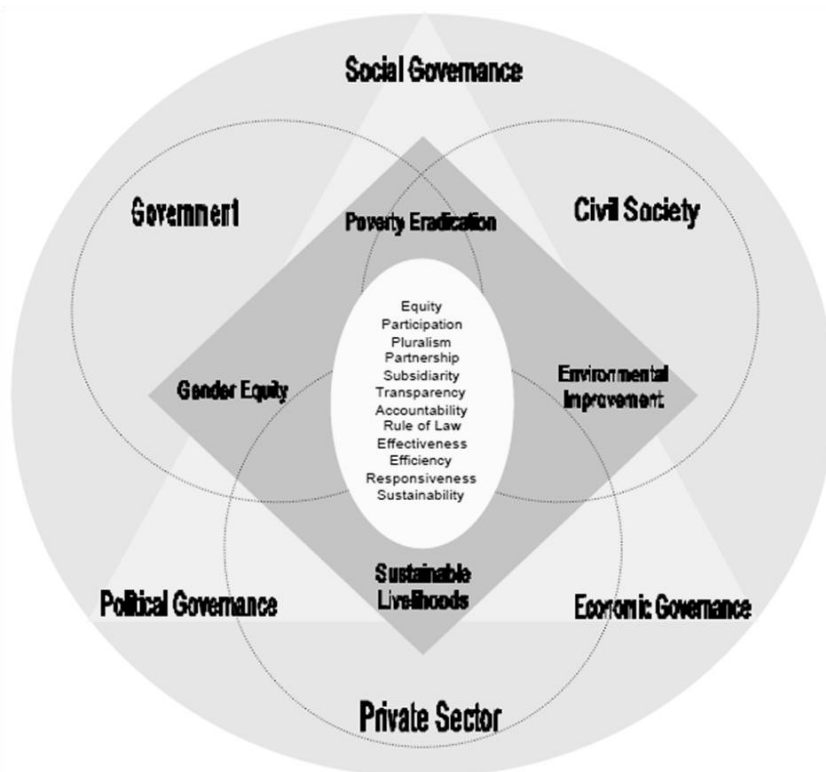
Figure 3: UNDP and Governance for Human Development

Figure 3 depicts UNDP's conception of governance for human development. The dimensions of governance – social, political and economic – are depicted by the triangle; the actors of governance – government, civic society and the private sector – are depicted by the three intersecting circles); the human development goals are depicted by the diamond; and the principles of good governance are listed in the innermost circle. This diagram represents a dynamic interchange, where the various components continuously interact with each other.

Concept of Human Capital Development

The building of a nation depends upon the development of the people and the organisation of human activities. The importance of human factor in attaining success or any meaningful socio-economic development in any given society cannot be over emphasized. Goetz and Hu (1996), human capital development refers to the process of acquiring and increasing the number of number of people who have the skills, education and experience which are critical for the economic and the political development of a country. Human capital development is therefore associated with investment in man and his development as a creative and productive resource. Human capital development is the process of further developing the productive capacity of human resources through investment in education or other means (Garavan, Morley, Gunnigle and Collins 2001). Institute of Personnel and Development defines human capital development is the systematic and continuing process of analysing an organisation's human capital needs under changing conditions and developing personnel policies to the longer term effectiveness of the organisation. Armstrong (2009) sees human capital development as the determinant of human capital required by the organisation to achieve its strategic goals. It is the process for ensuring that human capital requirements of an organisation are identified and plans are made for satisfying those requirements. According to Ijaiya (2010), there are four ways human capital can be developed. They are:

- i) Through health care facilities and services, broadly conceived to include all expenditure that affects the life expectancy, strength and stamina and the vigour and vitality of the people;
- ii) On-the-job training, including old style apprenticeship organised by firms; formally organised education at the elementary, secondary and higher levels;
- iii) Study programmes for adults that are not organised by firms including extension programmes notably in agriculture; and
- iv) Migration of individuals and families to adjust to changing job opportunities.

In the wider sense, therefore, investment in human capital means expenditure on health, education and social services and in its narrow sense it implies investment in education and training.

Concept of Poverty

Poverty is in general, a state in which an individual or household is unable to meet the basic needs of life considered as minimum requirements, to sustain livelihood in the given society. Some of these basic needs include adequate food, portable water, decent shelter, health, education, transportation, work, etc. In Nigeria access to most of these basic needs is market determined. Thus, income or disposal resources available to the individual or household invariably determine access to them. An individual household that does not have enough income to satisfy the minimum level of these basic needs in a given society is therefore said to be poor. The literature abounds with both economic and non economic concepts of poverty. Some of these concepts of poverty include: absolute and relative poverty, subjective poverty and chronic and transitory poverty.

Absolute poverty definition starts by establishing a certain minimum levels of bundles of commodities that are fixed over time and individuals whose income or expenditure cannot meet such minimum requirements are considered poor. Relative poverty on the other hand, compares the welfare of those with the lowest amount of resources with others in the society/country without necessarily specifying minimum requirement in terms of bundles goods/services. Subjective poverty definition requires the individuals (including the poor) to define what they consider to be a decent or minimally adequate standard of living. Transitory poverty is temporary, transient and short term in nature while chronic poverty is a long-term persistent poverty, the causes of which are largely structural. Measures of poverty include those that emphasise the incidence, depth and severity of poverty. Incidence of poverty is often determined through the establishment of a poverty line. This line separates the poor from the non poor; hence how this line is measured can largely influence our interpretation of poverty and possibly the policies allocated for its eradication. Per capita income, real disposable income etc and expenditure are often used as indicators of poverty. However, expenditure is often preferred to income due to the problem of under reporting of income.

Non economic indicators of poverty include access to basic education, nutrition, health, safe drinking water and work. This enables us not only to separate the poor from the non poor but also to differentiate among the poor themselves on the basis of these other dimensions. For insistence, the non-income indicators may show significant difference with economic indicators. But the nature and extent of deprivation in terms of both economic and non economic indicators would have been determined to facilitate targeting through policy intervention (*Aluko, 1975; Anyanwu 1997; Imam, 1998; Ajakaiye & Olomola 1999; Ogwumike, 2001;*).

Causes of Poverty

The basic causes of poverty in Nigeria as stated by Imam (1998), Ogwunike (2001), Fafowora (2002), McCaston and Rewald (2005), Ijaiya (2011) are as follows:

1. Inadequate access to employment opportunities for the poor. This is caused most at times by the stunted growth of economic activities or growth with labour savings devices.
2. Inadequate access to the means of fostering rural development in poor regions.
3. Inadequate access to markets for the goods and services that the poor can sell. Remote geographical location and other factors are responsible for this.
4. Inadequate access to assets such as land and capital by the poor.
5. Inadequate access to education, health, sanitation and water services. This is a direct consequence of inequitable social service delivery, which consequently results in the inability of the poor to live a health and active life and take full advantage of employment opportunities. Desperate survival strategies of the poor which led to destruction of the natural resources endowments which had led to reduced productivity of agriculture, forestry and fisheries.
6. Inadequate access to assistance by those who are the victims of transitory poverty such as drought, flood, pests and war.
7. Inadequate involvement of the poor in the design of development programmes.

Whatever definition of poverty one may wish to adopt, it is a general consensus that poverty has become a socio-economic scourge of our time.

Social Costs of Poverty

According to Akeredolu-Ale (2000) the significant social costs of poverty are:

1. **Poverty undermines national security**

* It is certainly a contributory cause of prevalence and continuing escalation of violent crime against both property and life.

* The poor and deprived segment of society, no doubt, constitutes a ready pool from which young criminals are recruited continuously.

2. **Poverty hampers both human development and the formation of social capital**

* It reproduces illiteracy and ignorance (e.g. through the 'street-children' phenomenon)

* It impairs health and the ability to work (the prevalence of counter-productive health-seeking behaviour, which is poverty-driven)

* It demoralises the poor and creates serious motivational and productivity problems for the economy at large and for the political system (attitudes to work, work habits, loyalty, business ethics)

3. **Poverty poses a serious threat to the nation's social solidarity and political stability**

* Relevant features of the poverty situation in this case include, inequality and social stratification, emergence of a deviant culture-of-poverty, and the tendency of the poor to congregate.

* Thus, through various means, poverty tends to reduce social solidarity; increase social conflict, especially along the poor/non-poor demarcation; generate social crisis and threaten social order.

* The disruptive potential of poverty is also enhanced by the exposure of the poor to callous manipulation by professional politicians.

* Though one cannot make any definitive assertion regarding the revolutionary potential of the Nigerian poor, the lessons of history suggest that widespread poverty tends to provide a fertile group for social revolution. (One cannot be sure just yet how the poor and the oppressed in Nigeria will ultimately respond to their prolonged political abuse and to the continuing invidious violation of their political, economic and social right(s).)

4. Poverty hampers economic growth

- * The increased cost of protecting life, investment and other property tends to raise the cost of doing business in Nigeria, reduce profitability and discourage investment.
- * Corruption has cost-implementations and consequences similar to those of insecurity.
- * The retardation of human development and the low level of social capital constitute an impediment to high productivity, to investment and to economic growth.
- * Poverty, invariably, entails a high level of unemployment and under-employment and therefore, implies that a huge proportion of the nation's human-power is kept idle and out of the production stream; that means that the workforce is not being fully mobilised.
- * The income-poverty of the masses is one of the fundamental causes of the low/inadequate aggregate demand, which has grounded most manufacturing enterprises in Nigeria.

5. Poverty degrades the environment and, thereby, poses a more direct threat to life itself.

- * Slums and the degradation of the urban environment
- * Deforestation and the rural environment
- * The link between poverty and prevailing ignorance regarding environmental issues

6. Other costs

- * Public expenditure on poverty eradication, which would become available for other objectives.
- * Escalation of prostitution and its effects on the health status of the society.
- * Worsening of the HIV/AIDS problem and other major health problems of the population.
- * Religious fanaticism and intolerance
- * The costs of dependency (to the non-poor)
- * The weakening of family life, especially by conflicts and tensions arising mainly from income-poverty and associated resource scarcities.

Table 1: The Poverty Profile of Nigeria 1980-2013

Year	Estimated Population (Million)	Population in Poverty (Million)	Poverty Incidence (%)	Year	Estimated Population (Million)	Population in Poverty (Million)	Poverty Incidence (%)
1980	64.6	18.1	28.1	1994	96.2	52.6	54.7
1981	66.7	21.3	32	1995	98.9	59.3	60.0
1982	68.4	24.2	35.5	1996	102.3	67.1	65.6
1983	70.6	29.5	39.0	1997	104.0	67.6	65.5
1984	73.0	31.4	43.0	1998	106.3	68.0	69.5
1985	75.4	34.9	46.3	1999	109.3	72.3	72.0
1986	77.9	35.8	46.0	2000	111.3	77.0	74.0
1987	80.4	36.5	45.4	2001	114.0	81.2	83.1
1988	83.1	37.4	45.0	2002	116.4	86.0	88.0
1989	84.9	37.7	44.5	2004	126.3	68.7	54.4
1990	86.6	38.0	44.0	2010	163	112.4	69.0
1991	88.5	38.5	43.5	2011	165	115.5	70
1992	91.3	39.0	42.7	2012	167	116.9	70
1993	93.5	45.8	49.0	2013	173.6	112	67

Source: National Bureau of Statistics. HNLSS 2013

As indicated in Table 1, the incidence of poverty in Nigeria was 28.1% in 1980 increased to 69% in 2010 while in 2013 it was 67%. Similarly Nigeria's rank in the Human Development

Index in the year 2008 remained low (0.471) being the 158th among 196 countries (United Nation, 2014).

Poverty Alleviation Policies and Programmes in Nigeria

The first civilian administration at the national and regional levels carried out various entrepreneurial development initiatives aimed at combating poverty in Nigeria. These are in addition to the development plans, that are the First Development Plan 1962-1968, the Second Development Plan 1970-1974, the Third Development Plan 1975-1980, the Fourth Development Plan 1981-1985 and the Fifth National Development. Also, the three yearly National Rolling Plans commencing 1990-1999. Ogwumike (2001) stressed further by grouping the strategies for poverty reduction in Nigeria into three eras – the pre-SAP era, the SAP era, and the democratic era. In the pre-SAP, the measures that were predominant were the Operation Feed the Nation, the River Basin Development Authorities, the Agricultural Development Programmes, the Agricultural Credit Guarantee Scheme, the Rural Electrification Scheme and the Green Revolution. In the SAP era the following poverty reduction measures were introduced: the Directorate of Employment, the Better Life for Rural Women, the Peoples' Bank, the Community Banks, the Family Support Programme and the Family Economic, Advancement Programme. The democratic era witnessed the introduction of the Poverty Alleviation Programme (PAP) designed to provide employment to 200,000 people all over the country, yearly. It was also aimed at inculcating and improving better attitudes towards maintenance culture on highways, urban and rural roads and public buildings. By 2001, PAP was phased out and fused into the newly created National Poverty Eradication Programme (NAPEP) which was an integral part of the National Economic Empowerment and Development Strategy (NEEDS). Apart from reduction of poverty, NEEDS, initiated in 2004 had other objectives as wealth creation, employment generation and value orientation (NPC, 2004).

Vision 20 – 2020 - 1st National Implementation Plan (NIP)

Millennium Development Goals (MDGs): In September 2000, leaders from 189 nations ratified the Millennium Declaration. The declaration is an unprecedented global commitment and one of the most significant United Nations documents of recent time. It offers a common and integrated vision on how to tackle some of the major challenges facing the world. The declaration has resulted in eight Millennium Development Goals (MDGs) focused on reducing (eradicating) extreme poverty, achieving universal primary education, promoting gender equality and empowering women thereby improving the quality of peoples' lives, reducing child mortality, improving maternal health, combating HIV/AIDS, malaria and other diseases, ensuring environmental sustainability, and building partnerships to ensure that globalisation becomes a more positive force for all the world's people. Specific targets and indicators have been set for each of the goals, to be achieved by 2015.

Millennium Development Goals (1990-2015)

1. Eradicate extreme poverty and hunger
 - Halve the proportion of people with less than one dollar a day.
 - Halve the proportion of people who suffer from hunger.
2. Achieve universal primary education
 - Ensure that boys and girls alike complete primary schooling.
3. Promote gender equality and empower women
 - Eliminate gender disparity at all levels of education.
4. Reduce child mortality

- Reduce by two thirds the under-five mortality rate.
- 5. Improve maternal health
 - Reduce by three quarters the maternal mortality ratio.
- 6. Combat HIV/AIDS, malaria and other diseases
 - Reverse the spread of HIV/AIDS.
- 7. Ensure environmental sustainability
 - Integrate sustainable development into country policies and reverse loss of environmental resources.
 - Halve the proportion of people without access to potable water.
 - Significantly improve the lives of at least 100 million slum dwellers.
- 8. Develop a global partnership for development
 - Raise official development assistance.
 - Expand market access.
 - Encourage debt sustainability.

Transformation Agenda

The policies and programmes directed at addressing governance challenges focus on: Public service, security, law and order; the legislative; anticorruption measures and institutions, the judiciary; economic coordination; and support for private investment. Human capital development policies, programmes and projects (Education, health, labour and employment and women affairs)

Reasons for Failure of Government Policies, Institutions and Programmes

The programmes failures have been attributed to:

1. Lack of continuity, consistency and commitment (3cs) as well as absence of long-term perspective of policies, programmes and projects.
2. Duplication of functions of these agencies and programmes leading to unnecessary plurality of influences and interests.
3. Wrongly identified implementation agencies in terms of roles and functions allocation.
4. Non-existence of the right or appropriate implementation agencies thus creating gaps in the implementation agencies thus creating gaps in the implementation trend (Aliyu 1999).
5. Poor management
6. Poor accountability;
7. High level of corruption and dishonesty
8. Pursuit of parochial interest
9. Poor staffing
10. Incompetence
11. Lack of commitment, among the rank and file of the workers in many of the implementation agencies.
12. Failure on the part of the government in Nigeria has critically addressed

CONCLUSION AND RECOMMENDATIONS

1. That poverty has become a feature of the living conditions and life-situation of the vast majority of Nigerians, i.e. that most Nigerians live in poverty.
2. That such poverty manifests in practically all need-domains but most strongly in healthcare, education, housing and related facilities, and sanitation, as well as in certain poverty outcomes, e.g. high IMR, high Under-5 mortality rate, high MMR, high incidence of child malnutrition and low life-expectancy.
3. That certain section of the population has been particularly vulnerable to poverty and continues to bear most of the suffering associated with the scourge. Such severely-affected groups include farmers and other rural dwellers; the teeming millions who operate the informal sector of the urban economy; the elderly and the aged; women; the disabled; children; the unemployed and the underemployed; and of course, all those trapped in those remote regions where arable land is scarce and where drought, floods, environmental degradation, etc. impede

economic activity and keep both output and productivity low, continuously. The social-costs-of-poverty perspective, in particular, leads us to four additional general conclusions, namely:

4. That poverty gives rise to many other serious social problems, some of which not only impose enormous economic and special costs upon the non-poor and society, as it is now organised.
5. That poverty is definitely not just a problem for the poor but for the non-poor as well, indeed, for society as a whole.
6. That any steps taken by the society to reduce and eradicate poverty are best seen not as charity but as initiatives in furtherance of the society's self-interest.
7. That poverty is also one of the potent causes of its own persistence, since many elements of the poverty situation jeopardise the nation's economic performance and hinder economic growth. (This, of course, is to the extent that inadequate national economic performance, especially economic growth, is an important factor in the causation of persistence of poverty).

This paper recommends the following measures:

Government should therefore continuously monitor the external environment, anticipate the likely developments there in and respond proactively, deploying its strength while downplaying its weaknesses. The ability of government to address official corruption, mismanagement, poor accountability and the need to be fully committed to proper implementation of poverty alleviation programmes. In order to reduce the social dimensions of poverty, the government should put in place some measures by providing allowances for old age, unemployed, widows, orphans, the sick and the disable peoples. It is high time that a strict population policy be put in place with a view to limit or stipulate family size through age of marriage, discouragement of marrying multiple wives, limiting the number of children by couple to maximum of four and imposing heavy task burden on large families so as to deter people from having large families.

It is high time that Nigerians should imbibe entrepreneurial spirit by being a job creator and not waiting for what the government can do through job creation. There is need to embrace the new and emerging human capital development imperatives because the rapidly changing business environment does not permit stagnation in skills recreation, neither does it encourage knowledge-drift or a wild goose-chase after unproductive skills-acquisition. Organisations should intensify efforts at increasing staff flexibility by creating a multi-skilled workforce; avail staff the training that guarantees freedom and authority to execute productive responsibilities with minimal hindrance; encourage and support staff to acquire new knowledge on a regular basis prescribe and enforce minimum standards for personal development, as well as rewarding initiative in that direction. Human capital landscape is deepening on a daily basis and organisation must locate and relocate themselves and their employees in changing perspective at all times. Human capital development, being lifetime learning engenders an element of self-management; so ideally, training and performance-related documentation should be given to new employees as part of their personal employment portfolios. All employees must begin to perceive training as a right and not as a privilege, as training and retraining for an employee is sine-qua-non for performance.

To break free from vicious cycle of poverty we need to have leaders who not only have the knowledge of what it requires to lead effectively, but also the heart to feel the pain of the downtrodden and helpless citizens of our great country. To attack poverty at its root, we need to prioritise good functional education. A well-educated citizenry is in a better position to solve

the myriad problems of development in power, agriculture including food technology, and transportation. In addition, gainful employment that is made possible when education is extended to a majority of the population reduces the potential of domestic insecurity caused by unemployment.

The need to put in place right and well-articulated policies for medium to long-term and the seriousness with which they are implemented through availability of funds to execute this policies; proper implementation, monitoring, and critical evaluation of this policies of action; maintenance of peace and security; increased electricity supply; provision of drinkable water and functional health services; sustenance of current reforms in various sectors by government, increased agricultural output through supplies of improved seedlings, insecticides and pesticides, investment in agricultural technology, introduction of mechanised agriculture and availability of storage facilities to take care of excess farm product, sustain growth in services sector such as provision of accessible roads for easy evacuation of agricultural products from the rural areas to the urban centres and irrigation facilities; diversification of the economy away from primary products and deepening of democracy.

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