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the John Potter Literacy
Award 2021**

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Veritas is an English Language publication and the Editorial Board aims to ensure that contributors use grammatically correct and idiomatically appropriate English language. However, for many of our contributors English is a second and even third language and from time to time a strict language policy is modified to ensure that good articles are not excluded simply because they do not meet the highest English standards. We also hold it to be important that material be not over edited, providing its message is considered to be clear to the majority of our readers. The general objective that *Veritas* is to create conditions whereby all informed persons are able to contribute to the ongoing debates, regardless of their English language competence and their lack of familiarity with accepted journal protocols.

**Veritas* is Latin for truth, reality.

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Hunga Tonga–Hunga Ha‘apai: The January 2022 Tongan eruption will go down in the history of volcanology.

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EDITORIAL: BEST ARTICLE FOR THE JOHN POTTER LITERACY AWARD 2021

Dr David Le Cornu*

President - St Clements Education Group

(DBA, DIPFM, MBA, FAICD)

As 'Veritas' is a multi-discipline Academic Journal it becomes very challenging to pick the winning order of the nominated articles. The process works by having one group of people nominating articles from each edition and others rating the nominated articles.

This year we announce the **winner** of the John Potter Literacy Award for 2021 is Dr Godwen Veremu for his article "**Analysis of Mozambique's Participation at Academic International Conferences – FORGES (2014-2020)**".

The **runner-up** award goes to Prof. Dr Kemal Yildirim for his article "**Inequality and Poverty of Syrian Refugees in Turkey**".

A **highly commended mention** also goes to Dr Sok Chanrithy for his article "**Analytical Study on Factors Affecting Return on Investment to Technical, Vocational Education and Training in Cambodia**" and Sushma Acharya for her article "**A Qualitative Analysis of Tourism in Buddhism**".

Other articles **nominated** for the John Potter Literacy Award included the following: "**Tilting for Fair Accreditation with Don Quixote**" by Prof. Dr Bruce Duncan and "**The Value of Enterprise Incubator and the Specialized Economic Growth Centers to Cambodia as an Underdeveloped Country**" by Dr Chey Tech.

Congratulations to all of the nominated authors.

Certificates for these well deserved recipients of the John Potter Literacy Award for 2021 will be sent out in the next few weeks.

'Veritas' is looking for people to nominate articles for the award. Please contact the editor if you would be willing to participate in this role at admin@stclements.edu.

If you wish to read any of these articles please email Dr David Le Cornu and copies can be sent to you electronically. Alternatively, 'Veritas' publications are available on our website and can be accessed via our e-library at www.stclements.edu/library.html.

The next editions are proposed for August and October 2022 so if you wish to have an article of interest published please send to the editor Mr Adrian Williams at admin@stclements.edu to confirm suitability.



**Dr David Le Cornu*

President - St Clements Education Group

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LETTER TO THE EDITOR

1st October 2021

Religion or relationship: The face of the Covid Church in 2021

When God created Adam and Eve and placed them in the Garden of Eden, He had one thing in mind, having a relationship with them. God created Adam in His likeness and even when Adam was in God's presence walking with Him, seeing everything that God created, he was sad, and his countenance was fallen. God then understood that Adam was the same as He was: It was not good for Adam to be alone. God then created Eve, someone that could come and share everything with Adam. That was the role we as God's creation plays for God. He created us to have a relationship with Him.

Then when Jesus came and created the Body of Christ, it was for one purpose, to be the body that the Holy Spirit could work through and continue the ministry of Jesus on earth. In the book of Acts the Christians, because of persecution, (Covid) had to come together in houses and strengthen one another through the stories they told of their Lord and Savior, Jesus. They prayed together, worshipped, and had fellowship with one another.

Today the picture of the Church of God has completely changed. Churches are closed for fear of spreading the virus. People are not allowed to gather together more than 50 in a building. Is this persecution? Definitely. Does this change the body of Christ or the church of God? Definitely not!!! God's children can still do what they were created for, having a relationship with Him.

God has given Christians so many tools to their disposal. I see how people pray together on Facebook, in Zoom meetings. I see how the message of Jesus Christ is told and proclaimed on Tik Tok. Does that mean the traditional religious church of yesteryear is gone, where thousands of people got together in a large building and felt good about themselves for doing so? I hope so. Yes that might sound negative, but I believe the body of Christ has lost their focus of what it means to be a Christian. As Christians we can still serve God, have a relationship with Him, and connect with our fellow Christians. Just be creative, use the technologies that we have to our disposal.

My prayer for the new face of the church is that they will rise up wherever they are and use every available tool to their disposal to proclaim that Jesus Christ is the Lord over all of creation. That Jesus Christ is still in control of their lives, and even if heartache comes, the Holy Spirit is there to comfort. Let's not lose focus of God and remember two very important scriptures during this time:

And we know that all things work together for good to those who love God, to those who are called according to His purpose.

Romans 8:28

In everything give thanks; for this is the will of God in Christ Jesus for you.

1 Thessalonians 5:18



Blessings
Dr Rudi Boshoff PhD, MTh, BTh

The editors at 'Veritas' welcome and encourage any responses to the articles in this publication by way of the LETTERS TO THE EDITOR forum.

THE LIFE OF JESUS CHRIST: AN ASSESSMENT

Dr Billy Chilongo Sichone*

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The life of Jesus the Jew has generated myriad reactions and continues to far into the future. While some acknowledge that Jesus existed (e.g. Jewish historian Flavius Josephus; Pollock n.d: 9-11; Whiston 1998:p576) existed and walked the face of the earth, others are unsure with a third group claiming that He was simply a fictitious personality that was created over time, or a personality that was exaggerated to give a rather larger than life image of an ordinary philosophical Jew that traversed the earth sometime in the first century (Schweitzer 1910; McDowell 1998: p 566).

There is yet another group that deny claims about Him or His prophecies. They claim that the prophecies in the Old Testament either are pushed to mean what they were not intended to or point to someone else altogether! Further, they argue that Jesus' claims about Himself being the Son of God and the saviour of the world were simply claims by followers not from His mouth. If He indeed said them, then the words were certainly misunderstood and thus misinterpreted, for how could a mere mortal claim to be the Son of God? Muslims, the spurious gospels of Thomas & Barnabas, alongside the Jesus Seminar fall into this bracket (Jeffrey 1926; McDowell 1999: p 559-569; Cook 2000; Ruthven 2000; Riches 2000).

Despite all these debates, the fame and influence of Jesus continues to rise from age to age. He is probably the most well known character in History with far more followers than any other religion on the earth. It is therefore fitting for us to investigate or at best summarise the extant information about this man called Jesus. To achieve our objective, we summoned several sources though we drew heavily from the 48 paged book by the venerable Dr James Stalker giving a succinctly well written account. The beauty about this little but heavily loaded volume is that it traces the circumstances, context and time of the birth of Christ right through to the time He ascended to glory. We highlight some points that are critical for us to know.

The time and context in which the Christ was to be born is very interesting. It is interesting in the sense that the Romans reigned over Palestine and decreed a census to take place in one's native town. Joseph was pledged to be married to a virgin, Mary and thus required to relocate back to his native Bethlehem. If he absconded, there was a heavy fine that would have been imposed on him so; he set out to the town with his new found bride who, though, was heavily pregnant.

Joseph had received a revelation through an Angel which he obeyed and agreed to be the foster father of the young lad to be born.

At the Time, Palestine had a leadership structure from the Roman emperor Caesar (Augustus at this time) right down to Herod who was the Jewish King. The Jewish community had no option but to obey this decree but in the providence of God, things were working out to fulfil scripture.

The couple travelled to Bethlehem but did not find a place to lodge except in the stable. There Jesus was born and laid in a Manger, an unlikely place for a King, the Saviour of the world. But so it was, though the Shepherds came to pay homage to the child after their encounter with the Angelic host. Sometime later, the Maggi (most likely from Mesopotamia) came, saw the child and left using a different route from the one they had initially used. Jesus was presented at the Temple where Simeon and Anna saw the child pronouncing profound statements about Him. Shortly however, Joseph fled into Egypt with his wife and little child because Herod wanted to kill the boy King. He slaughtered all the children below 2 years in the hope that the Christ would be swept among the dead for He was the only legal King, anyone else spelt treason. Thankfully, Jesus was preserved and returned to Palestine with his parents after Herod Augustus had died. They settled in an obscure town of Nazereth where the little boy grew and developed.

Not much is said about Jesus from that age up to the time he begins His public Ministry except when He turned 12. At this time He went to Jerusalem with His parents but remained in the Temple discussing with the Doctors of the Law, whom he amazed, startledly puzzled with His wisdom and insight. In panic after realising that their son was not in the entourage back home, they journeyed back to Jerusalem only to find the boy Jesus in the Temple. Upon enquiring why He had done such a thing, Jesus simply responded that the parents should have known better-He was in His Father's house. How this sat with His parents is difficult to ascertain. His father Joseph phases out from the page of scripture from that point onwards. Perhaps he died some years later but that said, Jesus returned home with His parents and was obedient to them. He is said to have grown both in wisdom and favour with all. In those silent years in between, it is imagined that Jesus could have taken the trade of His earthly father, that of a carpenter (some suggest it was equivalent to

some engineering trade) as often was the case in those days. He could have understudied Joseph, made furniture pieces and probably excelled in the trade.

However, a time came when he reached the age of thirty when the time of His ministry arrived. He went to and was baptised by John, His forerunner cousin. It would appear the two may have not physically met before but an indicator showed John (some claim that he was an ascetic hermit!...or even probably of the apocalyptic Essenes sect tacked away in the desert!) who the Christ was. Having been baptised, Jesus went into the wilderness and fasted 40 days, in which time he received three temptations from the Devil. Despite being very subtle and tricky temptations, Jesus answered and repelled Satan with scripture. This was a real testing ground for the budding saviour. Jesus soon went into Cana for a Wedding and turned water into wine, this being His first public miracle. He went onto to become a popular speaker, preacher and teacher. At first few knew Him or His mission but progressively He declared who He was as crowds continued to swell around Him, to the chagrin and Jealousy of the religious leaders (i.e. the Pharisees and Sadducees etc). Jesus was well aware of this and carefully executed His function while correcting age old scripture interpretive errors as He went along. At one time, even John's disciples were alarmed but this was soon allayed by their master who stated that the Christ had to increase while he decreased. While in Prison however, John would need an assurance whether Jesus was indeed the promised messiah which Jesus answered indirectly by the signs or miracles He performed. Jesus grew in influence to the extent that His enemies found it hard to apprehend Him and thus diligently searched for ways to pin Jesus down. Try as they might, *Yehushua* kept slipping through their grasp because His time had not come. On and on rose His fame with crowds ready to follow Him to obscure remote places if only they may hear words from His anointed lips. Christ spoke in parables, told stories, taught life giving principles, a watershed sermon and corrected wrong scriptural understanding and that with great authority.

However, at some point, His popularity appears to have begun to wane when Jesus stated that He was the Bread of life to be eaten by men if they were to have eternal life. Sadly, one of his inner circle friends was to betray Him later. Christ, sensing that His time was near, instructed His disciples to prepare a meal during the Passover. As they had their meal, Judas left them heading to betray the Christ because Satan is said to have entered him. While Jesus was in the garden of Gethsemane, Judas arrived with a crowd of armed people and arrested Jesus, who made no attempt to escape because His time had arrived. He was in custody of the Roman soldiers who pelted, insulted and mocked Him until Pilate presented Jesus before the charged Jews. They accused Him of blasphemy calling for His death. In exchange for Jesus, a criminal named Barabbas was set free while Jesus was sentenced to be crucified on the cross. Crucifixion was a slow, excruciatingly painful death and meant someone was

cursed and the worst criminal in the Jewish mind. Although partially aided by Simon of Serene, Jesus carried His cross to Golgotha where He was crucified with a criminal on either side. That day was Friday, the preparation day for the Jew. It would have violated the Sabbath law if people remained on the cross and thus, they went on to break the "three" criminal's legs and in doing so, they would die quickly and be removed for burial. This was done for the first but when they came to Jesus, He was already dead and did not. They however broke the bones of the third and made ready to bury them. Jesus' body was taken down by Nicodemus and Simon ready for burial in a borrowed tomb. After spicing and wrapping in burial clothes, there Jesus' body lay. It is instructive to note here that when Jesus cried "*It is finished*", darkness came over the land and the curtain in the Temple (Holy of Holies) was torn signifying that the new and living way was opened for all who would believe in the Saviour. The believer hence forth does not need the high priest to approach God. They can enter boldly into the throne room on account of Christ's sacrifice. They are Priests themselves.

Early on the first day of the week, Jesus rose from the dead in an unprecedented occurrence and went on to meet Mary, His disciples and many others. Over five hundred people saw Him alive proving that He was indeed the same Crucified Jesus. He told His disciples to go to a particular location to meet Him one final time.

Accordingly, Jesus appeared to them, pronounced a blessing and gave them a commission before he ascended to Heaven before their very eyes. Thus, the saviour's mission was ended.

If we were to survey His impact on humanity, words would fail us. As John has rightly pointed out, there is much that Jesus did that books could not possibly capture (John 20) but suffice it to say that He brought salvation to mankind. He sent the Holy Spirit to indwell believers and empower the saints in the cruel world. He has promised to return at a future date, this time as Judge and King rather than Saviour of the world. May this day be soon, *Maranatha!*

Conclusion

Jesus remains a towering figure in history and deeply into the future. He brought salvation to mankind for which all humans must be grateful. Despite human opposition and or attacks, Jesus cannot be ignored. The only reasonable response for mortals is to fly to him for salvation.

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BUDDHISM-DERIVED INTERVENTION IN KNOWLEDGE MANAGEMENT

Dipak Bastola*

Abstract

This article named, Buddhism-derived Intervention in Knowledge Management attempts to furnish the brief conceptual dimension of the noble eightfold path of Buddhism and Knowledge management, to expedite semblances and affinities of the contextual aspect of both theorems emphasizing in the cardinal teachings of Buddhism: The Noble Eightfold Path, and finally to investigate the potentiality of the empirical implication of Buddhism-derived knowledge management paradigm of the 21st century from Global Organizational Perspective. The secondary research methodology by accumulating secondary data has been prominently scrutinized to acquire required facts, details, and information through thorough literature appraisal or study. In conclusion, there is a precise affinity found between both doctrines to propose an integrated model of knowledge management of the 21st century to strengthen organizational competitiveness. Buddhism-derived intervention in concurrent knowledge management is found indispensable to cultivate spiritual oriented institutional system from a Global organizational perspective since people who are associated in Global organizations in different portfolios are somehow implicitly or explicitly influenced with the distinguished teachings of Buddhism not only as a religion but also as a philosophy of life.

Key Words: Buddhism, Noble Eightfold Path, Knowledge Management.

Paper Type: Conceptual Paper

Introduction:

Knowledge management has been an outstanding and evolving consideration in the field of 21st-century management and it incorporates the fundamental cardinals of an organization of expediting potential knowledge avenues, acquiring knowledge and idea from those avenues, uniting knowledge systems, maintaining or protecting integrated knowledge systems and subsequently disseminating the required amount of knowledge to the right person, in right place, in the right time, and at the right quantity to augment or strengthen organizational competencies or combativeness (Becerra-Fernandez & Sabherwal, 2015). As some deficiency in concurrent knowledge management paradigm has been witnessed as a hurdle for its empirical application, few integrated knowledge management theorems have been an eminently debatable topic for a few years as infusing or assimilating spirituality in contemporary paradigm has

been a viable philosophical transmutation. So, one of those integrated propositions of knowledge management is Buddhism-derived intervention in contemporary knowledge management since both concepts Buddhism or Knowledge management have significant semblances or resemblances from spiritual as well as the practical perspective of human beings and an organization as a living organism. Some cardinal Buddhism doctrines such as The Noble eightfold path have been deliberately considered as constitutive or foremost parameters or determinants to have conceptual as well as practical Buddhism-derived intervention in concurrent knowledge management paradigm to engineer or propose an integrated knowledge management paradigm. In the Global context, the proposed integrated model seems to be, in fact, applicable or practicable as some concrete conceptual and reality-based evidence are extremely relevant because of having substantial Buddhist population, intra, and inter-cultural and religious harmony among citizens, people driven by diverged cultural coexistence and religious tolerance.

Knowledge Management: The Basic Concepts

Knowledge management is one of the emerging topics in a corporation to counteract the challenges of the evolving knowledge economy. It's an idea utilized in many alternative dimensions by parties with distinguished perspectives and interests (Chang, 2002). Though there's a paradoxical paradigm regarding what Knowledge Management is all about, a definition as follows may help to clarify it: "Knowledge Management may be a deliberate, methodical business optimization strategy that selects, distills, stores, organizes, packages, and communicates information essential to the business of an association that improves hand performance and company competitiveness". From this description, it should be clear that Knowledge Management is unnaturally a many methodical approaches to managing intellectual means and other information in an exceedingly way that gives the commercial competitive advantage. Knowledge Management could be a business optimization strategy, and not limited to a specific technology or source of knowledge. In utmost cases, a good type of information technologies plays a crucial part during a knowledge management action, just because of the savings in time and energy they supply over homemade operations (Bergeron, 2003).

Churchman (1971) stated: "To imagine knowledge as a set of knowledge seems to rob the concept of all of its life... Knowledge resides within the user, not within the collection. It's how the user reacts to a set of data that

matters". Many folks, however, have equated most extant knowledge with information management. Information technology may be a tool that will help connect knowledge nodes, but knowledge management goes beyond managing the knowledge that's already inside the organization.

Knowledge is created from all types of sources. It is imported from external sources like consumers, suppliers, trade shows, experts, or other popular information sources (Leonard-Barton, 1995). It can come from socialization and articulation of an employee's tacit knowledge (Nonaka and Takeuchi, 1995), or it may be from combination or transformation of explicit knowledge through internal data analysis or data processing (Cisco and powerful, 1999). To facilitate the utmost creation of the latest knowledge, the organization has to provide a powerful supportive environment during which the staffs enjoy continuous growth of learning capability and also the highest degree of freedom to improvise and to venture into the unknown.

To bring knowledge management activities into concentrated efforts, the organization has to be united and coordinated under an inspiring and profound philosophy, vision, or mission statement shared by the staff and instilled into their daily activities. It's argued that, however, such a mission or vision should be expressed preferably in metaphors or figurative language therefore the ambiguity will provide imagination and creativity (Nonaka, 2008). A perfect holistic approach to knowledge creation and management is to treat a company as a living organism. rather like a private, a company should have a collective sense of identity and fundamental purpose, a shared understanding of, where it's going, what the world wants to measure in, and most vital, the way to make that world a reality.

Deficiency of the Contemporary Knowledge Management Paradigm

Most extant knowledge management systems are constrained by their overly rational, static, and non-contextual view of knowledge. Nonaka and Takeuchi (1995) have argued that "knowledge, unlike information is about beliefs and commitment." Davenport and Prusak (2000) defined knowledge as deriving from minds at work: "Knowledge could also be a fluid of framed experiences, values, contextual information, and expert insight that offers a framework for evaluating and incorporating new experiences and knowledge. It originates from the minds of knowers. In a corporation, it often becomes embedded not only in documents or repositories but also in organizational routines, processes, practice, and norms." As a response to the inadequacy of the information-processing paradigm, an alternate approach to knowledge management was proposed. Malhotra (2001) attempts to synthesize the information-processing capabilities with the innovative and artistic capabilities of human and social elements of the

organization. He defines knowledge management within the subsequent terms: "Knowledge management caters to the critical problems with organizational adaptation, survival, and competence in face of accelerating discontinuous environment change. Essentially, it embodies organizational processes that seek synergistic combination of data and information-processing capacity of knowledge technologies, and so the creative and innovative capacity of the citizenry."

Although Malhotra's model represents a giant improvement over the traditional information-processing approach to knowledge management, it still falls short within the subsequent aspects: First, the model doesn't address problems associated with the training and absorptive capacity of organizational members. Research has shown that lack of absorptive capability is one of all the elemental impediments to knowledge creation in a company (Szulanski, 1996). Efficient knowledge management should make improving its members' learning and absorption capacity one amongst its most vital goals. Knowledge creation requires the worker to unshackle their minds from unspecified thinking styles and habits to embrace present changes and new stimuli. In this regard, knowledge creation requires the maximum amount of "unlearning" as learning. Second, the model doesn't specifically address the problem of spirituality within the workplace. Spirituality is that the source of inspiration, creativity, innovation, and wisdom (Guillory, 2001). Spirituality comes from each individual's most inner consciousness. Spirituality is that the underlying force and energy to effect such personal and collective transformation. These deficiencies are given more weightage in current knowledge management theory and practices as Buddhism has been deemed to facilitate the event of an integrated model of information management and furnish a range of proven practices for knowledge creation and innovation.

Buddhism-derived intervention in Knowledge Management through the Noble eightfold path

Buddhism includes a myriad of philosophies that are beneficial to today's human life. The mission of Buddhism philosophy and its empirical application is to boost human life through humanity, mankind, compassion, love, peace, and wisdom. The profound use of wisdom and knowledge to resolve any potential problem is that the pivotal conception of Buddhism. The prolific application of wisdom and knowledge to block any potential problem as Buddhism Doctrine is extremely relevant to the subject of Buddhism-derived intervention in Knowledge management.

The noble eightfold path as a cardinal doctrine of Buddhism features a tremendous amount of relevance within the contemporary knowledge management paradigm. It particularly offers three significant interventions within the Buddhism-derived knowledge management approach as wisdom, morality, and meditative interventions as personal and institutional

attributes or traits. Wisdom intervention comprises two fundamentals i.e. Right View, Right Intention/Aspiration/Understanding whereas Morality intervention incorporates three fundamentals i.e. Right Speech, Right Action, Right Livelihood. Finally, Meditative intervention encompasses another three fundamentals i.e. Right Effort, Right Mindfulness, Right Concentration/Meditation. The elucidation of the components of these three interventions is furnished below because of the stimuli for the contemporary knowledge management paradigm.

Right View

The right view encompasses a deeper understanding of the Four Noble Truths: the fact that we suffer; the reasons why we suffer; and thus the fact that we are going to choose to end our suffering. The right view can help us nurture good intentions and keep bad intentions quiescent (Hạnh Nhất. 2015). The synopsis of the right view from a knowledge management perspective or inclination incorporates identifying organizational suffering, problems, or problems with knowledge management, expediting the explanations behind the problems, and turning out with a preemptive strategy to beat the problems.

Right Intention/Aspiration/Understanding

Right intention is additionally designated as “right thinking,” and pertains to mental focus. Maintaining the right intention isn’t as easy as it could seem. Hạnh Nhất. (2015) recommends four actions to refrain from losing right intention: 1) Ensuring proper understanding of what we see, read or hear, and contemplate; 2) Scrutinizing our actions; 3) Inspecting our habits, and acknowledging that we’ve got good and bad ones, and 4) Nurturing an awakened mind to comprehend others the maximum amount as possible. In Buddhism, this is often remarked as “Bodhicitta.” after we engage in Bodhicitta; we become filled to try and do well onto others and help them become happier beings. The implication of the right intention in knowledge management is unquestionable or indispensable since right thinking with absolute mental focus and balance may be a foundation to accumulate quality knowledge. The saturation thought of right intention/aspiration/understanding is to nurture individual and institutional commitment and determination to exterminate the extant and potential issues and challenges of information management for the attainment of goal and objective as nirvana.

Right Speech

Right speech means telling the reality to the most effective of one’s abilities, not creating divisiveness by telling different people various things, refraining from making cruel statements, and refraining from overstatements (Hạnh Nhất. 2015). An excellent way of fostering the correct speech is listening because listening enables us to significantly internalize and evaluate others’ words and intentions before

responding. This could clarify how the right view and right intention are embedded into the proper speech. The rationale of right speech in knowledge management is big not only as a constructive tool to assemble the desired amount of relevant knowledge being a profound listener or procurer but also to convey the proper amount of information to the right people in right place and within the right time refraining from potential ambiguity and confusion with none impending offense.

Right Action

Right action starts, oddly enough, with the discontinuation of unethical action: the action of harming ourselves et al (Hạnh Nhất. 2015). This also means no killing, no stealing, and not engaging in any style of misconduct. Because temptation is all around us, it isn’t as easy because it could seem to interact within the right action. Right action is conceived to cultivate or nurture not only ethical behaviors but also to let positive vibes, decisive thought, and spiritual temperament emerge or evolve in a corporation that’s perceived as an indispensable or constructive environment for knowledge management. Especially The five ethical vows to nourish virtue disclose or unpack the moral proposition in any organization to determine spiritual temperament or etiquette i.e. refraining from killing, stealing, lying, sensuality, and intoxication. Encompassing the right action in organizational culture and tradition is the need of the hour to foster contemporary knowledge management efficiency.

Right Livelihood

Right livelihood focuses on the character of the work one does, and whether this can be constructive or not. Hạnh Nhất. (2015) suggests a number of the critical questions one could reflect on to confirm right livelihood, such as, a) whether one is producing, dealing in, or promoting weapons of any kind that are getting used to kill and destroy; b) whether one is engaging in practices where people are blatantly being taken advantage of or c) whether one is involved within the production and/or promotion of destructive products like alcohol and medicines. The crux of the right livelihood is to bolster or cherish righteous and virtuous ways of living life which ultimately stimulate or provoke creativity and innovation in several genres of life. The stark inspiration for creativity and innovation within the real-world results in a greater extent to emerge with new ideas, though, conviction, doctrine, and hypothesis which are considered to urge knowledge management accomplished brilliantly.

Right Effort

In line with Hạnh Nhất. (2015), the right effort is usually also listed as “right diligence.” While effort is mostly an admirable practice, it is directed to constructive or destructive activities. Those that add industries that produce items for destruction

undeniably invest effort in their job. Unfortunately, this cannot be considered the right effort, because of the suffering it causes. Right effort as right diligence entails identification of suffering, problems or contemporary problems with knowledge management from an organizational perspective, engineering the framework of eliminating issues, and constructing a proactive mechanism of right diligence not only at the individual level but also at the institutional level to let knowledge management strategically combative.

Right Mindfulness

Through our mindfulness, we may instigate the mindfulness of others. The appreciation that's a component of mindfulness can alleviate the suffering of mindlessness, and encourage us to travel a step further, so we consider others, understand them better, and transform our suffering and theirs into joy (Hạnh Nhất. 2015). The imperative application of mindfulness, however, brought an insightful wave to the Western world, and mindfulness meditation also as other techniques have earned respect and are currently even used as a therapy form (Adriansen & Krohn, 2016). Mindfulness will be provoked in several ways. A frequently practiced way is meditation. Vipassana meditation is attractive to Buddhists and non-Buddhists alike (Marques, 2008). The applying of mindfulness particularly in knowledge management is incredibly significant by two conceptions: one is to cultivate meditation attributes in a company which is pivotal to encourage innovation, creativity, inspiration, motivation, ingenuity, and imagination and second is to elevate consciousness and awareness regarding the volatility of the circumstances and atmosphere where knowledge management revolves.

Right Concentration

Through the right concentration, we are going to concentrate on what matters. Where mindfulness attentively observes all that emerges, concentration features a special specialization in one object at a time (Nourie, 2013). Right Concentration is oftentimes also mentioned as Right Meditation. Right mindfulness and concentration are both tools to sharpen the mind (Nourie, 2013), and will both be amplified through mindfulness meditation, also spoken as Vipassana. Concentration is required to be present wherever we are. If we engage deep enough within the right concentration, we'll ultimately start realizing the impermanent nature of many of our cravings and learn to release them (Hạnh Nhất. 2015). The right concentration of Buddhism doctrine emphasizes more in having control of your thought, contemplation, imagination, and ultimately mind to specialize in one fundamental object or scenario as this can be interpreted as a selective process of mindfulness where you observe and acquire the awareness of every potential happening, occurrences, and phenomena. In Practical Avenue, an amalgamation of right concentration with right mindfulness synergize the appliance of knowledge management at the next level

not only with acquiring new ideas, innovations, knowledge, and know-how but also with organizing, preserving, and disseminating the wisdom to excel efficiency of a company.

Discussion and Conclusion:

The empirical observation of The noble eightfold path of Buddhism in contemporary knowledge management is extremely enormous as the former doctrine prescribes sheer practical application to ward off extant as well as potential challenges or issues of the latter doctrine to have Buddhism-derived intervention to consolidate or strengthen knowledge management competencies. The noble eightfold path unfolds three precise interventions or penetrations as Wisdom (Right View, Right Initiation/Intention/Understanding), Moral (Right Speech, Right Action, Right Livelihood), and Meditative (Right Effort, Right Mindfulness, Right Concentration/Meditation) interventions to enhance concurrent knowledge management competencies.

Since both conceptions have identical etiquette such as magnifying, procuring, preserving, and disseminating wisdom or knowledge through potential avenues or domains. Wisdom intervention encompasses intense or deeper understanding or comprehension of the issues or challenges as well as determination, commitment, and vow to overthrow them whereas moral intervention entails required actions, practicalities, executions, and undertakings to eradicate or exterminate the extant and potential issues or challenges. The meditative intervention offers significant fundamentals to attain goals or objectives or nirvana by excelling or propelling mental or psychological strengths and prowess through the application of mindfulness, meditation, concentration from a knowledge management perspective. The personal and institutional traits or attributes of the noble eightfold path have an immaculate semblance or affinity with contemporary knowledge management.

The recommendation or suggestion of incorporating those traits or attributes in every organization across the Globe is indispensable since both disciplines strongly consider executing a practical application of fathoming and cultivating wisdom, understanding, knowledge, morality, concentration, meditation, mindfulness, compassion, virtue, humanity, mankind to foster individual as well as institutional competitiveness.

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EXAMINATION OF IMPACT OF NON OIL REVENUE ON GROSS DOMESTIC PRODUCT IN NIGERIA

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ABSTRACT

The spate of growth of any economy depends largely on resource mobilization. Nigeria has been a developing economy with her economic growth being unstable, unpredictable and unsatisfactorily low in recent years especially when compared with some other nations of the world (Machi, 2011). Such growth however, is propelled by the amount of revenue generated by the various sectors of the economy to meet its stated objectives. For every economic entity Nigeria inclusive, revenue generation amongst other things is directed towards meeting the basic social and infrastructural needs of its citizenry and to maintain a sustained economic growth.

Non-oil export accounted for over 74% of total revenue earned by the country while oil revenue accounted for the balance of 26%. With the discovery of crude oil in 1970s, the non oil revenue began to experience neglect and started dropping. By 1985 oil revenue contributed up to 73% to total revenue earned by the country while non oil revenue dropped to 23%. While the contribution of non-oil revenue to total revenue dropped, oil and gas export accounted for more than 98% of export and 83% of Federal government revenue by year 2000 (Odularu, 2008). As the largest exporter of oil in Africa and an oil dependent economy, the country has witnessed many oil price shocks and disturbances over the years due to oil price volatility in the international market. The oil price has been fluctuating since the 1980s and the 1990s due to activities of the world powers in the global market. Apart from the incessant drop in the price of oil in the past, the recent notable one was the drastic fall of the oil price from \$112 per barrel in 2014 to almost \$38 per barrel as at the end of 2015 due to the incessant and massive supply of Shale oil by the United States to the global market. The objective of this study is to examine the impact of non-oil revenue on Nigeria's Gross Domestic Product for the period 2000 – 2018; and also, the relationship between non-oil revenue and the economic growth in Nigeria. The outcome revealed that a long run relationship exists between the variables - Agricultural Revenue, Commerce and non-oil manufacturing sector in Nigeria's economic growth.

Key Words: Non oil, Revenue, GDP, Economic Growth

Objective of the Study

The main objective of the study is to examine the impact of non-oil revenue on economic growth in Nigeria under the following components:

1. Agriculture
2. Commerce, and
3. Non-oil manufacturing.

Empirical Literature

Several scholars have tried to explain the relationship between agricultural output and economic growth. Economists and other social scientists have undertaken several research works in respect of Agricultural Output and Economic Growth.

According to Yilmaz and Oskenbayev (2015), there are two key patterns of development process: structural transformation and diversification. While structural transformation is reallocation of resources to more productive activities; diversification is a process of broadening the range of economic activities both in the production and distribution of goods and services. Deolalikar in 1981 investigated the theory first proposed by Sen in 1975 that in traditional, pre-modern farming in India, there is an inverse relationship to size of the farm and productivity, contrary to the economy of scale found in all other types of economic activity. It is debated whether the inverse relationship actually exists. Numerous studies falsify this theory, for instance, in Zimbabwe policies on agrarian land reform under President Robert Mugabe especially in and following 2000, split large farms into many smaller farms which decreased productivity.

In 2010, Ramakrishna advanced that the service sector in India contributed more to economic growth than industrial and agricultural sectors respectively. Based on his time series regression analysis, he study found that a positive relationship exists between the productivity growth rate and service sector's contribution to GDP of the country. His investigation was supported by Lashmi and Kumar (2012), which observed that the service sector as compared to the primary and secondary sectors was regarded as the main driver of economic growth in both developed and developing countries in the 1990s and 2000s. Their

submission was in accordance with their comparative approach of the cross-country panel analysis conducted between 1991 and 2010. The results are contestable because of differential of countries' characteristics.

Evenson (1993) examined economic contribution of agricultural extension to agricultural rural development in Nigeria. He used purely descriptive statistics and the results obtained proved that extension services improved agricultural output which impacts the Gross Domestic Product. Shirgba (2007), studying the Nigerian economy undertook a research work titled 'An evaluation of agricultural product pricing and economic development'. He tried to ascertain the contribution of agricultural products to GDP. In his work, Shirgba used ordinary least squares regression technique to analyze data obtained from CBN statistical bulletin, Bureau of Statistics and World Bank report and obtained results which showed a positive relationship, though insignificant, between economic growth and agricultural products. He recommended that agricultural products should be properly priced and government of the agricultural sector.

Oji-Okoro (2011) in his work "Analysis of the contribution of agricultural sector to economic development" studied the two variables to establish a relationship. To achieve his aim, he used panel data sourced from Central Bank's statistical bulletin and National Bureau of Statistics and used multiple regression to analyze the data. The result showed that a positive relationship exist between GDP and agriculture. He recommended that government should provide more funds for the sector and also support research.

The submission of Francois and Hoekman (2010) in their panel data analysis between 1980 and 2005 is that service sector performance indicated productivity growth and could be regarded as a key driver in economic development in sub-Saharan Africa countries. Their conclusion was supported by Park et.al (2012), based on survey of Asian region economies that found the service sector as a key provider of jobs in that region.

Olajide, Tijani and Akinlabi (2010) researching in Nigeria on agricultural resource and economic growth sought to analyze the relationship between the two variables. They used OLS regression method to analyze the data. Their results revealed a positive cause and effect relationship between gross domestic product and agricultural output in Nigeria. In other to improve agricultural output, they recommended that government should give special incentives to farmers, provide adequate funding and provide infrastructural facilities such as good roads, pipe borne water and electricity.

Azuh and Oluwatoyin (2010), in their work titled "Role of agriculture in reducing poverty vis-a-vis economic development in Nigeria" tried to see how agriculture can reduce poverty and lead to economic

development. Using OLS regression method and co-integration test to carry out analysis, the results showed that agricultural productivity has a positive impact on economic development and poverty reduction. They further recommend the establishment of agricultural funds to finance and facilitate medium scale agriculture and development of rural infrastructure to encourage people to stay in rural areas and participate in agriculture.

Based on sectoral analysis, Barungi et. al (2015) found dramatic growth in the service sector of Kenya, it contributed about 57%, while manufacturing and agriculture, respectively contributed about 9% and 21% to the nation's gross domestic product. Although, Barungi et. al (Ibid) is qualitative but the boggling question: is the growth sustainable? The evidence suggests that service sector share of GDP and economic growth moves positively in the same direction, thus, affirming the importance of the sector in any economy.

Block et al (1994) examined the role of agriculture in economic growth of Kenya. Using econometric simulation model developed for the study and various empirical analysis, they found that agricultural income in Kenya contributed immensely to economic growth. They suggested, based on their findings, that economic growth strategies of the country should give high priority to agriculture so as to increase growth chances.

Adegbenro (2005) in his work 'Agriculture and Economic Development in Nigeria' examined the impact of agriculture on the growth of the Nigerian economy between 1985 and 2005. He used OLS regression method to analyze the data obtained from CBN bulletin and NBS reports and obtained results which proved that there exists positive relationship between GDP and agricultural products. He suggested and recommended that in order to improve agriculture public authorities should embark on programmes that will encourage agriculture and government should release funds that will empower both small and large scale farmers. Agricultural productivity could sever as a key to sustainable development and poverty reduction. They used multiple regression analysis to analyze data and obtained results which proved that agricultural productivity is relevant for economic growth and poverty reduction. Their findings indicated that economic growth can be improved through higher agricultural productivity.

Coa (2012) in his work titled 'agricultural productivity structural change and economic growth in China' after the reform period. Using a two sector general equilibrium model, he found that agricultural growth accounts for the development in other non-agricultural sectors and aggregate national growth. He recommended that a great number of populations should involve in agriculture so as to ensure high productivity.

Ogundipe et al (2012) they sought to determine if a significant long run relationship existed between agricultural exports and economic growth in Nigeria. Employing models of export- led growth hypothesis, they used OLS regression technique to analyze data obtained result which shows a weak positive relationship between the variables.

Iorchir (2006) examined how agriculture can help reduce poverty incident in Benue state of Nigeria. In her work "Reducing the menace of poverty in Benue state via cassava production", she used secondary data and carried out a survey using questionnaires to generate primary data and carried out her analysis. Her findings revealed that poverty has a damaging effects and socio-economic disadvantages that could be curtailed through involvement in cassava production. She recommended that government should create a conducive environment and provide incentive that will entice people actively participate in agriculture.

Fan (2005) examined the contribution of rural and urban agricultural growth on poverty reduction in China. He sought to determine if agriculture was relevant to poverty and development. Using data covering a period of 1985 – 1996, he used econometric models and regressed the variable to obtain results. His findings revealed that higher growth in agriculture reduces both rural and urban poverty and leads to development.

Onoja, Onu and Ajodo-Ohiemi (2012) researched on Financial Sector Reforms and Credit Supply to Nigerian Agriculture Sector before and after the Reforms. They used OLS (linear, semi-log and double-log) method to model the determinants banking sector lending to the agricultural sector. Their results show that agricultural loans enhance high productivity in agriculture thereby precipitating overall national growth.

Studies and mathematical models have shown that maintaining a well- diversified economy will yield the most cost-effective level of risk reduction and economic growth in a country. Samuelson (1968) described economic diversification as an act of investing in a variety of assets. At this juncture, the paper suggests that Nigeria should pay much attention on Agriculture and solid minerals so as to assist in developing other agro-allied sectors in Nigeria. It will help in tackling the problems of inflation, deflation unemployment and other macro-economic deficiencies which the economy is suffering now etc. Economic diversification strives to smooth out unsystematic risk events in a portfolio so that the positive performance of some investments will neutralize the negative performance of others. Oliner and Sichel (2000), Jorgenson and Stiroh (2000) and Whelan (2000) used endogenous growth model to study the implication of growth rebound in the US economy. Their findings support the assertion of improving economic diversification through other means like information technology which they see as the main Sources of the

rebound; hence the role of technological progress in agriculture cannot be underestimated.

Other researchers like Young (1995) applied the same framework and discovered that the higher growth of output in the newly industrialized countries of East Asia than the rest of the world is almost entirely due to rising in economic diversification which increases labour force participation and empowerment in labour Quality (through knowledge accumulation) and not attributable to rapid technological progress.

Muttaka (2015) examined the effect of Nigeria's oil dependency on economic growth. He observed that Nigeria has wasted much of its opportunities to break away from underdevelopment despite its massive natural and human resources endowment due to heavy reliance on her huge crude oil resources, regrettably mismanaged, as the major source of revenue. He identified and discussed on some key drivers of economic diversification such as investment, governance and regional dimensions of economic diversification as well as solid mineral and agricultural resources. He maintained that of all the other drivers, good governance remains a prerequisite in building an enabling environment for such diversification.

Oji-Okoro (2011) employed multiple regression analysis to examine the contribution of agricultural sector on the Nigerian economic development. They found that a positive relationship between Gross Domestic Product (GDP) vis-a-vis domestic saving, government expenditure on agriculture and foreign direct investment between the period of 1995-2007. It was also revealed in the study that 81% of the variation in GDP could be explained by Domestic Savings, Government Expenditure and Foreign Direct Investment. Oji-Okoro (2011) investigate further, the contribution of agricultural sector on the Nigerian economic development and reveal that foreign direct investment on agriculture contribute the most (56.43), this means that for every unit of change in FDI on agriculture there is a corresponding change of 56.43 unit in GDP in Nigeria.

Suleiman and Aminu (2010) conducted research on the contribution of agriculture, petroleum and manufacturing sector of the Nigerian economy and found out that agricultural sector is contributing higher than both petroleum and manufacturing sectors. The paper reveals that agriculture is contributing 1.7978 units to GDP while petroleum is contributing 1.14 units to GDP which is less than the contribution of agriculture. Awe and Ajayi (2009) conducted research on the diversification of the Nigerian revenue base for economic development reveals that the R² for agricultural revenue was significant when the log of revenue from agriculture was tested on the revenue from agriculture. About 60 percent of the movement further revealed that dynamic relationship exists between the revenue from the non-oil sector economic development.

Martinez-Vazquez and McNab (2002), in a study finds out that allocation of revenue significantly reduces the growth of real GDP per capita in developed countries. A similar cross-country study on fiscal decentralization in unitary and federal countries for the period 1971-1990 using annual data, Yilmaz (2000) finds that decentralization results in growth of real GDP per capita in the unitary countries and decentralization is insignificant to influence growth of real GDP per capita in federal countries. These studies are based on foreign economies.

In Nigeria, Akinlo (1999), finds that state governments' public expenditures are influenced by federal grants during the period of study using ordinary least squares (OLS) technique. Similarly, in the study of Akujuobi and Kalu (2009), using the same econometric technique (OLS) finds significant effects of statutory allocation on financing states' real assets investment. Aigbokhan (1999) finds a significant relationship and a high concentration ratio of expenditure and revenue using OLS technique to examine fiscal decentralization and economic growth in Nigeria. The impact of fiscal decentralization of revenue to individual federating units on economic growth of Nigeria is demonstrated in the studies of Akeem (2011) and Usman (2011), both utilizing OLS technique. Usman (2011) finds that both shares of federal government and local governments' revenue from federation account contribute to economic growth process in Nigeria. The study finds no contribution of share of states revenue from federation to economic growth process in Nigeria, which is contrary to the findings of the studies of Akinlo (1999) and Akujuobi and Kalu (2009). Usman (2011) uses the growth rate of shares of the federating units from federation account as proxies and finds direct relationship between revenue allocations to federal, states, and local governments and economic growth process in Nigeria. All of these studies made use of OLS econometric technique which does not show causality and direction of causality.

Other studies (such as Emengini & Anere, 2010; Olofin, Olubusoye, Bello, Salisu, & Olalekan, 2012) use different analytical techniques such as t-test correlation coefficient and cluster analysis, respectively, to examine revenue allocation in Nigeria. Emengini and Anere (2010) find no influence to socioeconomic status of states and local councils by the level of revenue accruing to them from the federation account. In Olofin et al. (2012), the results show a small number of states constituting each of the clusters in terms of statutory allocation. Jimoh (2003) utilizes a causality test using Error Correction Model (ECM) to ascertain the long-run causal relationship and short-run dynamics between the degree of decentralization and economic growth in Nigeria.

He found out that more decentralized governance, in terms of increase in number of local governments and increase in transfer of revenue from federation account

to states and local governments influence economic activities and growth in Nigeria. Jimoh refuses to carry out preliminary test of time series data using unit root test and co-integration test. However, the present study differs from Jimoh because it adopts the preliminary test of time series data, and ECM and Pairwise Granger Causality test to ascertain the causal relationship and the direction of causality between revenue allocations and real GDP in Nigeria.

Schularick and Solomou (2009) assembled data for a panel of 19 countries (Argentina, Australia, Brazil, Canada, Chile, Denmark, France, Germany, Japan, Italy, India, Mexico, Netherlands, Norway, Russia, Spain, Sweden, United Kingdom, USA) to reassess the empirical evidence on the relationship between custom duties and economic growth during the period 1870-1914. Using the OLS fixed effects panel estimation within a Generalized -Method of Moment (GMM) approach. Their results suggested that the relationship between custom duties and economic growth during the period 1870-1914 was insignificant - although there is evidence of a negative relationship in some of the models estimated. By heavily focusing on how taxes affect economic growth in OECD, Guber and Burns (1997) conducted a study about the relationship between tax structure and economic indicators for the Organization of Economic Cooperation and Development (OECD) countries. From their finding, customs and excise duties are highly significant, in which there is a positive relationship with economic growth (GDP). However, according to them total tax revenue has a negative relationship with two economic indicators that is saving and investment.

Anthony and Somiara (2010), carried out a research on the impact of macroeconomic variables on non-oil export performance in Nigerian, from 1986-2010. The study used Ordinary Least Square technique (OLS). The result showed that exchange rate, government capital expenditure and government recurrent expenditure have impacted and contributed greatly to non-oil export. While the agricultural sector, manufacturing sub-sector and interest rate did not greatly impact and contribute to non-oil export during the period of the study. They therefore recommended that investment should be increased in non-oil export (agriculture and manufacturing sector) since the result shows that they are related to macroeconomics variables used except the interest rate.

METHODOLOGY

The data for this work is drawn from the statistical bulletin of the Central Bank of Nigeria for the range of years 2000 to 2018. The data possess two characteristics of interest. Firstly they are purely time series. Time series are observations that follow natural time frequency (Osuala, 2010). Secondly, given that the data is from sources as journals, publications, organizational records and other repositories, it has the quality of being secondary.

Model Specification

This study follows the basic regression model and presents economic growth as a linear function of the contributions from components of non-oil sector. The basic relationship is presented thus:

$$GDP = f(NONOILAGRIC, NONOILCOMM, NONOILMAN)$$

GDP is the overall economic growth and is the dependent variable; NONOILAGRIC, NONOILCOMM and NONOILMAN are contributions of Agriculture, Commerce and Manufacturing to the growth of the economy respectively; and they are the independent variables.

In full form the model is presented thus:

$$GDP = \alpha_0 + \alpha_1 NONOILAGRIC + \alpha_2 NONOILCOMM + \alpha_3 NONOILMAN + \varepsilon_t$$

Where all the variables are as defined above with:

α_0 = Intercept
 $\alpha_1, \alpha_2, \alpha_3$ = Coefficients of the independent variability
 ε = Error term

This study adopts the Autoregressive Distributed Lag Model form of regression because of its numerous advantages over other regression models, especially its ability to model the long and short run elasticity's of the estimators together (Pesaran, Shin and Smith, 2001)

The model for this study following the ARDL framework which appears thus:

$$\begin{aligned} \Delta LGDP_t = & \pi_p + \sum_{i=1}^k \delta_{ip} \Delta LGDP_{t-i} \\ & + \sum_{i=1}^k \tau_{ip} \Delta NONOILAGRIC_{t-i} \\ & + \sum_{i=1}^k \theta_{ip} \Delta NONOILCOMM_{t-i} \\ & + \sum_{i=1}^k \theta_{ip} \Delta NONOILMAN_{t-i} \\ & + \omega_{1p} LGDP_{t-1} \\ & + \omega_{3p} NONOILAGRIC_{t-1} \\ & + \omega_{3p} NONOILCOMM_{t-1} \\ & + \omega_{4p} NONOILMAN_{t-1} + \xi_{1t} \end{aligned}$$

DATA PRESENTATION AND DISCUSSION OF RESULTS

The dataset for the estimation of the relationship between Nigeria's economic growth and the sectoral revenue impact of the nonoil sector is presented in table 1

Table 1: ECONOMIC GROWTH AND SECTORAL REVENUE DATA 2000 – 2018

YEAR	GDP	AGRIC	COMM	RNMSC
2000	6897.482	1508.409	3166.748	NA
2001	8134.142	2015.422	3991.646	507.0127
2002	11332.25	4251.521	4711.213	2236.099
2003	13301.56	4585.926	5578.353	334.4051
2004	17321.30	4935.264	8081.901	349.3381
2005	22269.98	6032.332	10742.72	1097.069
2006	28662.47	7513.298	14439.70	1480.965
2007	32995.38	8551.981	16909.58	1038.684
2008	39157.88	10100.33	20009.28	1548.344
2009	44285.56	11625.44	23848.44	1525.117
2010	54612.26	13048.89	27959.20	1423.450
2011	62980.40	14037.83	31410.57	988.9330
2012	71713.94	15816.00	36733.87	1778.172
2013	80092.56	16816.55	42985.43	1000.556
2014	89043.62	18018.61	49433.99	1202.060
2015	94144.96	19636.97	55961.95	1618.356
2016	101489.5	21523.51	61986.64	1886.543
2017	113711.6	23952.55	64950.85	2429.042
2018	127762.5	27371.30	68230.28	3418.742

Source: Central Bank Statistical Bulletin, 2018.

Where:

GDP= Economic Growth proxied by Gross Domestic Product on Current Basic Prices

AGRIC= Agriculture Revenue Contribution to the Gross Domestic Product

COMM = Contribution of Commerce (Trade and Service) to Economic Growth

RNMSC = Revenue Contribution from Nonoil Manufacturing Sector.

Data Description

To show the basic properties of the variables under study, a summary of the basic descriptive statistics are shown in table 2.

Table 2: SUMMARY OF BASIC DESCRIPTIVE STATISTICS.

	GDP	AGRIC	COMM	RNMSC
Mean	53679.44	12175.90	29006.97	1436.827
Median	44285.56	11625.44	23848.44	1452.208
Maximum	127762.5	27371.30	68230.28	3418.742
Minimum	6897.482	1508.409	3166.748	334.4051
Std. Dev.	38531.50	7648.076	22353.39	763.4255
Skewness	0.420777	0.352340	0.474610	0.774507
Kurtosis	1.902018	2.070570	1.838292	3.777842
Jarque-Bera	1.515074	1.076995	1.781711	2.253360
Probability	0.468820	0.583625	0.410305	0.324107

Source: Author's computation

Measures of Central Tendency is shown by the mean and median with economic growth presenting the highest average of 53679.44 and contribution of the nonoil manufacturing sector standing at 1436.8 is lowest average over the studied period. In terms of dispersion represented by the standard deviation, Economic growth (GDP) is the most volatile with a standard deviation of 38531.5 and nonoil sector manufacturing contribution is also the least spatial with a standard deviation of 763.4.

Fig I is a graphic translation in the form of bar graph showing the trajectory between economic growth and the explanatory variables of interest.

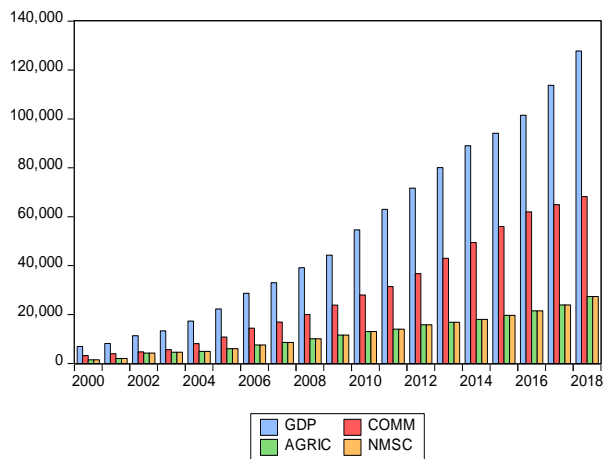


Fig. 1: A Bar Plot of GDP and the Explanatory Variables under study.

A look at the bar chart evidently shows that GDP like all the studied variables maintained an increasing trend over the studied period. In terms of growth size, GDP followed by Commerce, Agriculture and Nonoil Manufacturing sector represent the observed sequence. More so, we present the measure of linear association amongst the studied variable in the form of the correlation matrix of the form shown in table 3.

Table 3: Correlational Analyses

Probability	GDP	AGRIC	COMM
AGRIC	0.99		
	46.81		
	0.0000		
COMM	0.99	0.98	
	41.00	27.09	
	0.0000	0.0000	
RNMSC	0.66	0.69	0.65
	3.53	3.86	3.39
	0.0028	0.0014	0.0038

Source: Author's computation

The result as presented in table 4.3 shows the variables to be positively and significantly correlated one with another. The manufacturing sector output lies within a correlation coefficient of 60% as others fall within 90%. In sum, all the series share reasonably high

positively significant linear association amongst themselves.

4.3 Regression Result (Autoregressive Distributed Lag Model Framework)

The summary of the regression estimates following the ARDL framework is presented.

Table 4 Auto Regressive Distributed Lag Result

Dependent Variable: LOG(GDP)				
Method: ARDL				
Date: 01/26/21 Time: 12:18				
Sample (adjusted): 2002 2018				
Included observations: 17 after adjustments				
Maximum dependent lags: 1 (Automatic selection)				
Model selection method: Akaike info criterion (AIC)				
Dynamic regressors (1 lag, automatic): LOG(AGRIC) LOG(COMM)				
LOG(RNMSC)				
Fixed regressors:				
Number of models evaluated: 8				
Selected Model: ARDL(1, 0, 1, 1)				
Variable	Coefficient	Std. Error	t-Statistic	Prob.*
LOG(GDP(-1))	0.463670	0.251709	1.842088	0.0926
LOG(AGRIC)	0.506126	0.157021	3.223309	0.0081
LOG(COMM)	0.404832	0.174444	2.320698	0.0405
LOG(COMM(-1))	-0.283332	0.119040	-2.380141	0.0365
LOG(RNMSC)	0.001524	0.027127	0.056166	0.9562
LOG(RNMSC(-1))	-0.024778	0.019335	-1.281516	0.2264
R-squared	0.999157	Mean dependent var	10.74997	
Adjusted R-squared	0.998774	S.D. dependent var	0.766960	
S.E. of regression	0.026858	Akaike info criterion	-4.125905	
Sum squared resid	0.007935	Schwarz criterion	-3.831830	
Log likelihood	41.07019	Hannan-Quinn criter.	-4.096673	
Durbin-Watson stat	1.760536			
*Note: p-values and any subsequent tests do not account for model selection.				

Author's Computation from Eviews 10

Before the ARDL estimates were deployed in testing the formulated hypotheses, we firstly discussed the suitability of the estimates by looking at the joint statistics. Firstly, the model was found to have a reasonable goodness of fit. With an R^2 and adjusted R^2 of 99%, it means that the explanatory variables jointly accounted for 99% change in the dependent variable with an unexplained variation of 1%. Also, the model proved to be statistically significant as the F-stat and the associated probability value indicate. The F-stat is greater than 2.5 (rule of thumb) and the p-value of 0.0000 is greater than the conventional 0.05 level of significance.

There is also no evidence of a first order autocorrelation as the Durbin Statistic is approximately equal to 2. This proves that the model follows to a reasonable degree the basic assumption underlying the classical regression model.

SUMMARY AND RECOMMENDATIONS

The research has been able to carry out an empirical analysis of the examination of impact of non oil revenue on gross domestic product in Nigeria covering the period 2000 – 2018. The variables used are Gross Domestic Product as the dependent variable while Agricultural contributions, Commerce (Trades and Services) Contributions and non-oil manufacturing contribution as variables. From this study, we present the following as the summary of our findings:

1. Agricultural contributions positively and significantly impacts on economic growth with emphasis on the period under study.
2. Commerce positively and significantly impacted on economic growth with emphasis on the period under study.
3. Non-oil manufacturing sector revenue negatively and insignificantly impacted on economic growth with emphasis on the period under study.

CONCLUSION

The researcher has been able to carry out an empirical analysis of appraising the alternative revenue sources to the government and their contributions to the gross domestic product in Nigeria covering the period 2000 – 2018. This was pursued by the uncoupling of the national income sources to capture the input of the agricultural sector, commercial sector and the non-oil manufacturing sector. Based on the above findings, the researcher draws some pertinent conclusion from the result of data analysis platform, where ARDL estimates were deployed in testing the formulated hypotheses. We discussed the suitability of the estimates by looking at the joint statistics. Firstly, the model was found to have a reasonable goodness of fit. With an R^2 and adjusted R^2 of 99%, it means that the explanatory variables jointly accounted for 99% change in the dependent variable with an unexplained variation of 1%. Also, the model proved to be statistically significant as the F-stat and the associated probability value indicate. The F-stat is greater than 2.5 (rule of thumb) and the p-value of 0.0000 is greater than the conventional 0.05 level of significance.

There is also no evidence of a first order autocorrelation as the Durbin Statistic is approximately equal to 2. This proves that the model follows to a reasonable degree the basic assumption underlying the classical regression model. As a result of this, Agricultural contributions positively and significantly impact on economic growth in Nigeria. The F-statistics value of 2.5 with the corresponding probability value of 0.000 indicates a joint significant effect of the explanatory variable on Gross Domestic Product (GDP).

Commerce positively and significantly impacted on economic growth with emphasis on the period under study. The F-statistics value of 2.5 with the corresponding probability value of 0.000 indicates a joint significant effect of the explanatory variable on Gross Domestic Product (GDP).

Non-oil manufacturing sector output negatively and insignificantly impacted on economic growth with emphasis on the period under study. The F-statistics value of 2.5 with the corresponding probability value of 0.000 indicates a joint significant effect of the explanatory variable on Gross Domestic Product (GDP).

The study makes a case for a guided diversification of the economy from its present status as a monoculture economy with oil as its mainstay.

RECOMMENDATION

Though the study and its findings may not be exhaustive, it is designed to trigger more inquiries in this area and on the basis of the findings, we make the following recommendations:

1. That the government should continue on the path of improving the agricultural sector through proper funding so as to make it an alternative revenue source not just to the government but to all the players in the economy alike.
2. That government should evolve policies that will boost commercial activities as boosting commercial activities can have growth impact since it is a positive contributor to the overall growth of the economy
3. That nonoil manufacturing contribution such as goat and sheep skin, sesame seeds, aluminum articles, rubbers cotton, yams and woven fabric, copper etc and the commercial sector need re-engineering by the government, given that all-inclusive growth can only be achieved in a multi-sectoral manner.

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INFLUENCE OF GRAIN ACQUISITION AND STORAGE POLICIES ON FOOD SECURITY IN DEVELOPING COUNTRIES

Dr James Chikuni Jerera*

Introduction

“The agriculture sector features prominently in most of the developing countries, contributing between 4% and 27% of gross domestic product (GDP)” (www.fao.org). “About 70% of the population depends on agriculture for food, income, and employment” (www.faostat.fao.org). “Agriculture is also a major source of exports in several countries, contributing on average about 13% to the total export earnings and about 66% to the value of the intra-regional trade” (Manyame 2002). For these reasons, the performance of agriculture has a strong influence on the rate of economic growth, the level of employment, demand for other goods, economic stability, food security, and overall poverty eradication.

There are four major objectives in this study. These are to:

- Examine the global food insecurity and options for addressing the problem;
- Analyse the methods for acquiring grain in times of shortages;
- Discuss warehousing as an essential aspect of grain storage; and
- Examine the significance of grain reserves on food security.

Food security

“Food security is access by all people to adequate foodstuffs in terms of quality, quantity, and diversity” (Manyame 2002). Access is the capacity of households to obtain food either by producing or purchasing. Sometimes, people can acquire food through donations.

Food security is also the extent to which people are able to obtain and consume enough food of the right quality and nutritional mix in an environment, which ensures that they can remain healthy and productive. “The abundance of food reserves in a country does not necessarily mean food access by the majority of the population; organisations like the Food and Agricultural Organisation (FAO) have reported cases of hunger in countries with food surpluses” (Manyame 2002).

Several factors need to be in place for food security to occur (access to resources such as land, inputs, water, and access to information, extension services, appropriate technology, and climatic conditions).

“Poverty, illiteracy, malnutrition, and environmental degradation can be direct causes and can have direct effects on food security” (Anseeuw et al 2012). Food production and food security are not possible unless there is political will and financial support for agricultural development. Socio-cultural issues such as gender inequalities and the gap between the rich and the poor also do have a bearing on food security.

Food security means that the food is available. It entails the possibility of either feeding oneself directly from productive land or other natural resources. “If one does not produce own food, there is a need for a well functioning distribution, processing, and marketing system that can move food from the site of production to the market and in accordance with demand” (Bailey et al 2008). It is paramount to have adequate, affordable, acceptable (culturally and consumer acceptable), accessible food supplies.

Adequacy of food comprises both economic and social costs. Adequate food must be available and should reach different groups including children, elderly, and the disabled. The implication is that food security must focus on the household and availability therein in terms of quantity, quality, and variety in the context of a given culture.

Global food insecurity

The ever presence of hunger and nutritional deficiency related diseases across the globe is a fact that haunts families, communities, governments and the international community at large. The problem is despite the fact that there is production of millions of tonnes of food each year across the globe in excess.

“Every day, more than 800 million people go to bed hungry and children suffer from malnutrition even where there is food in the family” (Charlotra 2013). The contributing factors vary, including limited appropriate policy thrust, and lack of essential resources for production.

“Food insecurity is a worldwide issue because close to one billion of the world’s population suffer from chronic undernourishment” (www.fao.org). More so, “five children die every minute because of under-nutrition, while one in four children suffers stunting, which affects both mental and physical development” (www.faostat.fao.org).

The global food 'balance sheet', which compares the amount of food demand versus availability, is also in an adverse condition because of inequality. The reason is that up to half the food produce is wasted. As a result, "globally, 52% of the population, 49% of cereal production, and 45% of GDP will be at risk from water stress if there are no serious interventions to address the problem of unequal access" (www.iatp.org). "In 2012, the richest 20% of the world population consumed 80% of goods, while the poorest 20% consumed less than 2%" (Charlotra 2013).

In Southern Africa, the biggest challenges remain widespread food insecurity and chronic hunger and malnutrition. "The SADC region spends about US\$10 billion annually on food imports" (Zunkel 2010).

Options for addressing food insecurity in the SADC

In the SADC region, some legal and institutional frameworks are in place to try to reduce food insecurity. Five major institutions aim to alleviate food insecurity. The first three organisations are the ministerial taskforce on food security, SADC Advisory Committee on Biotechnology and Bio-safety (SACBB), and the Food, Agriculture and Natural Resources Policy Analysis Network (FANRPAN). The other two entities are the Food, Agriculture, and Natural Resources (FANR) Directorate, and the Centre for Coordinating Agricultural Research and Development in Southern Africa (CCARDESA).

There are some laws and agreements pertaining to food security. One of the protocols is the 2004 Dar-Es-Salaam declaration on agriculture and food security in the SADC region, which focuses on agricultural inputs, value addition, pests, and disease control.

The protocol on transport, communications, and meteorology includes the SADC Famine Early Warning Systems Network (FEWS-NET). The SADC seed security network project (SSSN 1) aimed to contribute to policy dialogue and formulation, culminating in elimination of trade barriers that were hindering intra-regional trade in seed products.

The harmonised seed security project (HASSP) had the objective of improving food security of smallholder farmers in the SADC region by increasing their access to seeds. HASSP was aimed at strengthening of key institutions and individuals involved in critical stages of the seed value chain.

The comprehensive African agriculture development programme (CAADP) focuses on four key pillars of intervention. The first two aspects are the expansion of the area under sustainable land management and reliable water control systems, and improving rural infrastructure and trade-related capacities for market access. The other two pillars are increasing of food supplies, and improving agricultural research.

The SADC trade protocol aims at providing for the elimination of tariff and non-tariff barriers to trade between the member states. "Markets are increasingly open and intra-SADC trade has more than doubled since 2000" (Zunkel 2010).

The SADC protocol on shared watercourses regulates the use of water along shared rivers and lakes. Focus is also on the water basins arrangements. There is also the agreement on fisheries that aims to conserve and ensure the sustainable use of living aquatic resources. Attention is also on the aquatic ecosystems that are of interest to the members of SADC that are signatory to this protocol.

Sustainable agricultural development depends on technology development including research, human capital, and financial capital. There is also a need for improved institutions such as markets, credit facilities and research and extension, favourable economic environment, effective policies, and political will (Manyame 2002).

Methods of acquiring grain in time of shortages

There are some multiple ways for accessing grain in times of inadequacies. In this paper, focus is on four methods, which are donations and food aid, purchasing by private companies who have import licences, acquisition by governments, and cross-border trading.

Developing countries have been recipients of food aid for decades. "Food aid distribution as a broad spectrum of activities ranging from the distribution of large quantities of various commodities to feeding programs conducted under medical supervision and lastly to various systems of community kitchens" (www.ictsd.org).

Food aid is effective and making a difference in the lives of millions in emergencies. Food aid is also a valuable developmental resource as it prevents recipients adapting destructive survival strategies such as selling of assets.

However, one criticism is that, instead of alleviating poverty, millions in Africa are miserable and stuck in a vicious cycle of poverty because of food aid. Assistance with food has been a political, economic, and humanitarian disaster for most parts of the developing world. "Food aid, which is predominantly a non-indigenous crisis management plan, erodes the capacity of societies to rebuild their own survival strategies resulting in recipients becoming dependent on rations" www.fao.org.

There is purchasing of grain by private companies who have import licences. In times of drought, governments usually provide contracts to private companies who import grain. The option, while it helps to ensure adequacy of grain, has some challenges. Firstly, there are costs and administrative procedures for obtaining import licences.

The other challenge is that, given the desire to make profit by the private grain importers, food can become expensive. In addition, the private companies can face challenges in receiving payment for the gain the import into countries with food deficits.

Moreover, the governments have constitutional mandates of ensuring that the basic rights of their citizens are attainable. These rights include access to necessities like food and water. Accordingly, most developing countries have established grain-marketing boards whose mandates are to enhance food security. The grain marketing boards have a responsibility of acquiring and distributing grain in times of shortage. Nevertheless, the institutions, by virtue of being state-owned enterprise, are usually inefficient and fail to fulfil their obligations.

Cross-border trading is another option for acquiring grain. Finally, hundreds of thousands of Africans are crossing borders daily to deliver food staples from areas of relative surplus to areas where prices are higher. This essential arbitrage activity, which brings benefits to both producers in surplus areas and consumers in deficit areas, is in many cases subject to financial and physical risks. For example, “cross-border trade is the key means of supplying vital food products and other commodities to cities and towns on the borders of countries in the Great Lakes region, such as of Goma, Bukavu” (www.iatp.org).

“Cross-border trade in the Great Lakes region directly and indirectly employs approximately 22,000 persons in the Goma/Gisenyi area” (www.ictsd.org). “An estimated 500 to 1,000 cross-border traders are in Bukavu, probably generating 10 times as many derived jobs in the border region of South Kivu province” (www.fao.org). The monthly value of cross-border trader imports in Goma coming from Rwanda is estimated in excess of US\$1 million. “Between 1,800 and 2,000 crossings take place at Petite Barrière in Goma and 900 per day at the Ruzizi border post in Bukavu” (www.faostat.fao.org).

Throughout Africa, women dominate cross-border trade, which provides an essential source of income to many households. While the vast majority of small traders are women, most of the officials who regulate the border are men. However, some studies on cross-border traders in the Great Lakes region show that, just like in most African regions, cross-border traders regularly have to pay bribes and suffer harassment.

Trade policy for food staples in Africa can be unpredictable, discretionary, and not defined in clear objectives relating to agricultural policy. The common problems include export and import bans, variable import tariffs and quotas, restrictive rules of origin, and price controls.

Warehousing as an essential aspect of grain storage

The history of warehousing or storage can be traced back in the Bible from the book of Genesis chapter 41 verses 35 and 36, which says, “they should collect all the food of these good years that are coming and store up the grain. This food should be held in reserve for the country to be used during the seven years of famine that will come.” According to Frazelle (2001), “a warehouse is a facility where the supply chain holds or stores goods, until the customers need them.”

Despite all the benefits, that warehousing brings to a country, many warehouse operations in state owned enterprises (SOEs) in developing countries do not receive the attention that they deserve. For instance, in Ghana, grain warehouses have massive inefficiencies. Zimbabwe is not safe on this problem as warehouse inefficiencies are common in SOE responsible for food security.

According to Charlotra (2013), “a warehouse is a place where all kinds of materials for production, distribution, maintenance, and packaging are received, stored, and issued.” Warehouses play a vital role of ensuring that any materials required for production or satisfying customer needs are available to meet the demand.

In warehousing, inventory management is paramount and is the process of determining the quantity of goods in demand, and keeping a record of quantities in stock. Inventory control is a technique used to ensure that stock of raw materials or other supplies, work-in-progress and finished goods are at levels, which provide maximum service levels at minimum costs.

Common challenges in warehousing

There are some challenges in warehousing for grain. Where there is condensation or moisture due to high humidity, there is always the presence of biological growths such as moulds or fungi, insects and rodents causing infestation. Biological agents attack paper and other organic materials when both temperature and humidity are uncontrollable.

Rodents and insects are the worst enemies of grains and other organic materials that are cellulose in nature. The materials contain proteins and carbohydrates in the form of sizes, paste or starches, and other organic substances attractive to insects. The nature and extent of the damage depend not only on the insect and material, but also on promptness in discovering and controlling the infestation. Damage may vary from a few holes to complete destruction.

Significance of grain reserves on food security

All over the world, households that grow food will store what they can of their harvest to meet their consumption need and what they can afford to hold to sell later in the year. The practice is particularly common in areas where production is seasonal.

There are village or community reserves constituted by pooling a portion of each family's reserves. The advantage of local reserves is that they are immediately accessible to the population and comprise local products so there is preservation of dietary habits.

In terms of food security, warehousing helps in ensuring adequate grain supply when production is low. In most developing countries, grain production is seasonal and warehousing ensures that there is adequacy of grain during the dry seasons. Warehousing or food reserves are an ancient idea, responding to inherent characteristics of agriculture, particularly the presence of relatively constant, inelastic demand coupled with a much more variable short-term supply.

Food reserves can be a valuable tool for improving access and distribution of food. They can support farmers by helping them to predict their markets, and by countering concentrated market power downstream from production. They can contribute to local, national, and regional markets, where resources are lacking.

"In the Middle East, a region heavily dependent on grain imports, wealthy governments have decided to invest some of their immense cash surpluses in strategic grain holdings" (www.fao.org). In Sub-Saharan Africa, despite its status as the earth's least food secure region, governments have held only modest grain reserves. Above all, this has to do with financial constraints, since buying up domestic grain and rotating stocks can be a huge burden on national budgets.

Some countries, particularly cash-rich oil exporters, have begun laying the basis for greater intervention in grain markets. "Nigeria has adopted a policy that 15% of the total annual grain harvest should be in reserve" (www.faostat.fao.org). "In Angola, the state also may divert some of its oil and gas export revenues to create a national grain reserve" (Zunkel 2010).

Conclusion

It is paramount for every country to have strategic grain reserves. In countries like Nigeria, increased grain reserves are a domestic market phenomenon. Governments should be responsible for providing a stable supply of food for their citizens in the face of unpredictable disruptions in grain production. Strategic reserves are also a much more responsible approach to addressing the rise in commodity prices that have caused much anguish from livestock and dairy producers, bakers and food processors.

This paper has some recommendation for enhancing food security. These are:

- Food grain reserves may be at different levels: local, national, regional, global, and stock keeping can serve a variety of policy aims;
- Holding and operating 'strategic' reserves by the public sector (governments, state owned enterprises, or international agencies) generally has two distinct but linked purposes, i.e. emergency response and price stabilisation in food markets;
- Effective operation of strategic reserves requires comprehensive early warning and market information systems, professional, transparent and accountable management and predictable intervention policies to avoid negative effects; and
- Since the essential function of strategic food grain reserves is always buffering against short-term developments and crises in food markets and emergencies, they are only of limited value in addressing the long-term developments in national or global food security. There is the issue of climate change, which needs serious attention.

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Dr Jerera has remained an advocate of good corporate governance as a principle-centred leader. This was his area of research for his PhD studies.

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A CRITICAL STUDY ON THE FACTORS AFFECTING THE EFFECTIVENESS OF POLICE LEADERSHIP AND PRACTICES IN CAMBODIA

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The complete version of this summarized article is available at:
<http://www.stclements.edu/articles/PoliceLeadershipCambodia.pdf>

Abstract

Despite the reforms and initiatives among the ranks of the police force, leadership in police service has remained weak. This study examined the factors affecting the reforms in police leadership practice and the impact of the police leadership in the police service. It probed on the perceptions, attitudes, behavior, and values of police officers on the motivation, job satisfaction, and organizational commitment, and public community people related to the structure, culture, education, public community relationship as the key predictors affecting the leadership in police service.

Keywords: Police Leadership, Transactional and Transformational, Laissez-Faire Leadership Styles

Introduction to the Study

The study investigated and analyzed the leadership styles of police supervisors and officers in meeting the challenges encountered by the police leaders in enforcing the law and providing the service required in the current reforms.

Contemporary organizations operate in the environments that are characterized by rapid change and complexity (DeRue and Myers, 2013). Police organizations are of no exception. Police force was required to understand and effectively operated in a complex social, political, and organizational environment (Casey and Mitchell, 2007). How does an organization operate in such complex condition and situation?

On the other side of the coin, a proactive leader is not afraid to decide based on the information gathered, suggesting a problem that arose to become complicated and uncertain. A proactive police superintendent or leader is creative and innovative (Gaines & Ricks, 1998). In essence, proactive leadership fits the police force that is engaged in hazardous operations.

Police transformation and reforms worldwide have, therefore, been shaped by the need for a people-friendly, moral professional service, ethics with the

ability to secure citizens and their properties against aggressors without violating their basic human rights and freedom (Lundman, 2010). Step-by-step reform initiatives targeted at the national police force in Cambodia have continued to be a subject of discussion in several forums.

The Royal Government of Cambodia (RGC) has made several attempts at command and structural reforms in the police force and organization. The current reforms in the Cambodian National Police came with a change in the police leadership order and chain of command. Previously, the service was under the command, superintendence and direction of the Cambodian National Police, one of the three General Departments within the Ministry of Interior.¹

Despite the reforms which were proposed by the government in order to improve the Cambodian National Police Force, a study on that proposed reform by the Cambodian National Police Headquarter failed to act upon the police reforms and how that stated reform may have affected the police leadership practice in Cambodia. Because of this failure and gaps in the study of the police reform, the researcher took the great opportunity to deepen his research study on the impact of police reforms on the police leadership practices within eight (8) selected study areas in Cambodia since 2019.

Problem Statement

The government, in its fervent desire to improve the police service, has proposed reforms in police service delivery. Despite these initiatives, the leadership within the police service has continued to be poor or slow in progress with the impunity within the police service still existing (Mboroki, 2013). The question this study thought to answer is: "What is the effect of police reforms on police leadership and practices of the national police force and their service delivery in Cambodia. Police leaders and leadership in Cambodia have been understudied relative to existing criminal justice system and existing law enforcement research studies.

¹ Ministry of Interior, 1998-2018.

The *purpose* of this research study was *to examine and discover the effective police superintendents' role and leadership practices in Cambodia. The study focused on the job satisfaction, motivation, and organizational commitment factors* that resulted in the effective and ineffective police superintendents/supervisors, the assessment of leadership styles, the competency development of police supervisors and police officers, examination of the connection of the police reform and police leadership in the police organization, and the strategies adopted to addressing the challenges of police leadership and the expansion of more effective police superintendents and leadership styles in the contemporary policing today in Cambodia.

The aim of this study was to determine the effect of police reforms affected by the police leadership, and to discover the police leadership styles that were applied within the 8 selected municipal and provincial commissariats under the direction and guidance of the Cambodian National Police Headquarter in Cambodia. The research study used descriptive survey research design (Orodho, 2008), The empirical and qualitative information which were obtained described the existing phenomena within the context of the Cambodian national police forces. The study focused on the perceptions, attitudes, behaviors, and values related with their leadership practices and leadership styles.

Factors affecting police reforms within the Cambodian National Police

Reform is necessary in all establishments. In police organization, reform also plays critical part in institutional development. Currently, there are many police reforms such as increasing police capacity building, institutional development, and infrastructure improvement in police organization. The study found that police reform has really played necessary roles to enable the police officers to deliver better police service to local community. Motivation was found to be one of the key factors that uphold the reform to be more successful in police force.

Even though reform was seen progressing toward achievement as plan in police force, the study found some key challenges that barred police reform to have a quick action. Police leaders confront some challenges for the reform regarding the lack of budget, staffing, political interference and public relations. The quantitative data revealed that 54% of participants confirmed on needs of budgeting, 37% on staffing, 5% on political interference and 4% on public relations for reform. These are main barriers to the police reform that would make it more effective in the service. Along with these, literature added that it would be challenging if there is corruption and miscarriages of justice in police work as well as the lack of rule of law enforcement effort (Savage, 2007, Hahn, 2003 and Opolot, 2007).

Leadership plays significant role in promoting organizational development. Police leaders are the ones who enable every activity, including providing vision, mission, strategies, planning, and performing tasks. Without them, there is no police reform to happen. For this, police leaders use many strategies to promote reform. First, police leaders start doing police education reform from police training school in to Police Academy of Cambodian with other police schools in provinces. Leaders believe that with education reform, police force would be able to deliver police service very nicely to people in the community. The results from participants in the survey prove that 43.8% of respondents agreed education affected police service reform. Second, police leaders consecutively improve and equip new modernized materials and equipment to police force in order to make sure the needs in police operations for those materials and equipment are enough. Third, police leaders have tried to add department or units in its organizational structure in order to guarantee that police officers have clear roles and responsibilities in their responsible position. Fourth, police leaders at the top have revised and approved many updated format of administrative letters and legal frameworks as part of police reforms so as it would be helpful for the consistency of administrative documents in police institution. Fifth, police leaders have done reforms on reward system, and position promotion as a way to encourage police officers toward improving working performance.

Strategies towards addressing challenges to police leadership within the Cambodian National Police within the reforms

Leadership position is not an easy task. Police leaders have to work very hard to guarantee the engagement of police officers to perform their services to public and community people. The study found many challenges for police leaders to lead successfully to achieve their goal. These challenges include 1) there were some old police forces in their institution who had some barriers for some work operations 2) there were lacking of some modernized tools and equipment for police operations, especially the ways to crackdown the criminals 3) in each police commissariat, there were not many police officers who had capability to use modern technology to track the perpetrator and there was no specific police center to track the online criminal acts 4) some police officers capacity were still needed to improve so that they could have good relationship with community people and create trust building 5) even the gap between police leaders and officers was not far but their emotional connection was not strong enough.

Leadership Capacity Development of the Police Superintendents, Police Officers within the Cambodian National Police Force

To continue improve the police institution and its organizational development, police leaders and police supervisors had strong senses to equip their police

officers and leaders the professional training. The study found that after the creation of Police Academy of Cambodia, police leaders and police supervisors had sent their police officers or police staff and those leaders and supervisors who had least experiences to receive more training courses and programs in order to enhance their knowledge, skills, moral professional and ethics. Moreover, police leaders and supervisors had nominated some of them abroad for oversea training programs in particular, they were sent to the countries included China, Vietnam, Indonesia, and Thailand for the Police Force Trainings.

Thus, many police officers have sacrificed themselves to learn to develop their competency skill, to increase work experience for their professional practice and to change their attitude toward being a role model in police organization. Police Academy of Cambodia (PAC), which is one of the wings of Ministry of Interior, has provided short courses and long program for police training that would help build the capacity and leadership of the organization. The PAC has developed its programs and training materials and equipment to meet the needs for learning in order to compete with the police training school abroad.

Therefore, police capacity development is very important for Cambodian police force on the job or off job, training in the country or abroad. It is the best way that would build police leaders in the future and to tackle the social issues, protect social security and social upheaval.

Leaders would not be able to see their perfection or flaw for their leadership practice. Though they knew how confident and successful they were in leading the police force, themselves reflection about themselves was not enough.

Police officers assured that their police leaders have attempted to develop their police organization. They prepared plan for police reform which was suitable to the police reform from the national level.

Police officers claimed that their police leaders were supportive and strong at engaging everyone to work. Their motivation and encouragement attracted their hearts and minds to perform their tasks tirelessly. They claimed that the love of their police leaders enhanced their abilities and increased their decision making and improved their self-discipline.

Moreover, in all police operations, their leaders accompanied them and gave them emotional support and keep inspired them to perform the task successfully. The literature part also mentioned that the facilitation of managers and leaders to has strong influence on the engagement of employees and the effort of their subordinates' work performance (Gibbons, 2006).

Therefore, police officers noticed how their police leaders and supervisors led them and interacted with

them. Police leadership have had good concerns for the capacity development of their police subordinates or police staff and they often supported their police officers they could perform their duties and tasks better.

Conclusions

The study concludes that the police reforms affect police leadership mainly through the organizational culture. Bureaucracy and conflict in the chain of command in police organizational structure has a negative effect on the leadership within the police service and that poor relations between police service and public where members of public were unwilling to interact freely with the police had a negative effect on the leadership within the police service.

Recommendations

Providing officers with effective law enforcement policies is just one piece of the puzzle in helping them succeed in their roles. Policies set criteria and establish expectations for professional and ethical conduct. They equip officers with the tools to make the best decisions in a situation or even relieve them of the need to make a judgment they're not sure about. Law enforcement policies also promote accountability for their actions, which can greatly help build trust between the police and their communities.

The study sought to determine the effects of police reforms on leadership within the Cambodia police. The study proposes that a similar research need to be conducted this time assessing the role of the highest official in the Cambodian National Police in shaping police leadership under decentralized government.

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The complete version of this summarised article is available at:

<http://www.stclements.edu/articles/PoliceLeadershipCambodia.pdf>

CHRISTIANITY AND LAW IN THE WEST

Dr Roderick O. Ford*

J.D., Litt.D., D.Rel. (Candidate)

Since the collapse of Europe following World War II, science, technology, human psychology, and advanced ideals of human rights have led the entire world to grope for a higher secular social philosophy that is far above the dogmas of traditional religion. During the 1940s, Newton's physics had given way to Einstein's theory of relativity; and so too did the Church's dogma on natural moral law give way to a new sense of moral relativism that is cloaked underneath the disguise of liberty. Indeed, the moral relativism of the German philosopher Friedrich Nietzsche (1844-1900) paved the way to the political ideology of Adolph Hitler (1889-1945), who literally cooked to death some six million of our Jewish brothers and sisters in what is today known as the 20th-century Holocaust. To date, the 20th century is by far the bloodiest and dirtiest century in the history of humankind. Might the 21st century repeat these past blunders? And what is the fundamental duty of those of us who are theologians, lawyers, judges and human rights professionals worldwide in taking the lead?

Here is where I think that we can make the biggest difference: today, as we look back upon human progress and advancements in applied science and technology, we must still confront to fundamental question of whether agape love—the love of Socrates, Cicero, and Jesus of Nazareth—is still the fundamental canon of moral philosophy and, hence, of ethics and human behavior.

For this reason, at the Whitefield Theological Seminary, I have committed the past several years in intense theological and jurisprudential research into the history of western jurisprudence since the fall of the Roman Empire with the objective of finding some kernels of knowledge and wisdom as to the role which the Christian religion has played in shaping western law. Can a secular legal system function properly without a formalized system of "religion" to establish and to support its "first principles" of right, wrong, and duty? And if so, what is *true religion*?

In answering this question, I would be remiss if I did not state that St. Augustine of Hippo (354- 430 AD) and the Rev. Dr. John Witherspoon (1723 – 1794) of Princeton College did not believe that a civil society could function properly without "virtue and morality." Their conclusions appear to be supported with evidence from throughout human history. I begin first with ancient Egypt, Greece and Rome—the "Gentiles," according to Jewish theology, and the "pagans" according to Christian theology. These Pagan-Gentiles were without the knowledge of the Hebrew Scriptures

and the Gospels, but they nevertheless groped towards a "higher intellectual and moral philosophy that was above the dogmas of orthodox religion," and, while doing so, they paved the way towards St. Paul's grand theology which we find in Romans 2:14-16, to wit: "For when the Gentiles, which have not the law, do by nature the things contained in the law, these, having not the law, are a law unto themselves: Which shew *the work of the law written in their hearts*, their conscience also bearing witness, and their thoughts the mean while accusing or else excusing one another; In the day when God shall judge the secrets of men by Jesus Christ according to my gospel."

And that "work of the law written in their hearts," we know today, as the doctrine of "love thy neighbor as thyself." And here is where we are today in the world in terms of geopolitics and, for that matter, international law and human rights. Hence, it is upon that foundation that St Clements University launched the William Wilberforce International Human Rights Law Centre, as a platform to bring together the very best scholarship on moral philosophy, international law, human rights, and religion—and here, I must admit, Christianity was the driving force. Though simple, the doctrine "love thy neighbor" has proved to be complex and difficult. Who is my "neighbor" and how do we go about "loving them?" Are the Chinese and the Australians my "neighbor," though I am a resident of Lagos, Nigeria? Are the South Africans and the French my "neighbor," though I am a citizen of the United States? And, lastly, how do we "love our neighbors as ourselves" within both a local and a global context? What are the consequences if we do not grapple with these questions now?

And so, after more than twenty years of practicing law in the southern district of the United States, I returned to the simple Gospel of Jesus Christ, largely to quench my own thirst for a better understanding as to the relationship of the Christian religion to Anglo-American jurisprudence.

We are not sure when Christianity first reached Britain. Tradition declared that St. Paul and St. Peter had visited the British Isles; that Joseph of Arimathea had brought the Gospel and the Holy Grail to Glastonbury where he planted the sacred thorn from Christ's crown of thorns. Certainly by the early years of the third century Christianity was gathering momentum in Britain. But by the year 314 A.D. (C.E.), around the time when the Emperor Constantine issued his Edict of Milan in 313 A.D. (C.E.), Britain had at least three Bishops within the Roman Catholic Church. In 595

A.D. (C.E.), Pope Gregory the Great sent Augustine of Canterbury to England and King Ethelbert of Kent was converted to the Roman Church.

Like ancient Judea, which was ruled by a Roman governor, Britain was an imperial province ruled by a Roman governor who reported directly to Caesar. England greatly benefited from Roman rule. To England the Roman Empire brought law and order, town life, roads; and the road, as the saying is, all led to Rome. For three hundred years England had peace; she was not to have it so completely until the twelfth century. London was like a little city of Rome; the roughly 5,000 miles of imperial highways connected every hamlet of Britain to London, and London to Rome. This was, in essence, the origin of Anglo-American law and jurisprudence as we know it today.

King Alfred first incorporated the law of Moses into Anglo-Saxon tribal law during the late 6th century. It has been said that the English common law was first developed under this system of priests, sheriffs, and local constables holding local court. As the priests had the most learning, they also had the much influence over the secular law. In 1066, William the Conqueror brought Roman Catholic civil law and jurisprudence to the British Isles, and thereafter French and Latin became the official languages of Britain. Meanwhile, the European university was invented by the Roman Catholic Church during the 11th century. The first degree in Europe was the “law degree.” And Roman Catholic clergymen commenced their domination of England’s legal system up through the reign of King Henry VIII (1491 - 1547) and the Protestant Reformation that ensued. Up to this period, Christian law and jurisprudence dominated England’s secular life, particularly through ecclesiastical courts and through the Catholic universities of Oxford and Cambridge. After Henry VIII’s departure from the Roman church, the Church of England and the English legal system remained true to their “catholic” foundations—foundations which have been thoroughly woven into Anglo-American law and jurisprudence. In the field of constitutional law, the idea of judicial review, due process of law, and equal protection of the law, are fundamentally Christian in character. In the field of real property, family and probate law, the Christian religion has had significant influence. In the area of trial advocacy and evidence, the Roman Catholic canon law and the moral theology of St. Thomas Aquinas has remained predominant. And in economics, finance, the law of master-and-servant, and the law of contracts, the Christian duty to “love thy neighbor as thyself” has also remained predominant.

But today’s post-Christian and post-modern world, particularly in the United States, is an exemplification of the complete “wall of separation” of Church and State, so that the Christian religion no longer holds the same authority and sway over common life and secular human law. Modern moral philosophy is today premised upon human psychology, self-interests, the law of economic rationalism, relativism, humanism,

and, above all, competition. After all, did not Adam Smith’s 1776 classic *The Wealth of Nations* inform us that these things were the essence of true human happiness and prosperity? What need is there for Church dogma, daily prayers, and spiritual renewal? If we can at least agree that the Sacred Scriptures are correct about the “state of religion” that the entire human race is in: that there is uncertainty, fear, rage, lust, anger, jealousy, and divers other diseases of the human soul—all of which detract from individual and community happiness and prosperity—then we have no other option save to confront this “human condition” and to devise all of our laws in response to this knowledge.

More and more, politicians, lawyers and theologians together should ask the age-old question, What motivates and inspires human beings to aspire towards “virtue” and “piety” and “human happiness”? How can the secular legal system, working together with professionals from other disciplines, promote within the common man a desire for civic “virtue and piety,” rather than fomenting civil discord, dissension, and distrust? Human history—as in the fall of the Roman Empire and of the Third Reich in Nazi Germany—teaches us very practical moral lessons. Unless individual human beings are *self-motivated* to reach for civic “piety and virtue,” then no human legal system can prevent the entire social order from collapsing underneath the weight of its own immorality. In the West, the Christian Church has been the wellspring of moral philosophy and inspiration on these topics. Indeed, this is Christian theology is at its finest. And this is when moral theology in general is at its finest. The Christian Church thus has an essential role to play in helping to liberating humanity from its present global crisis of moral relativism and loss of faith in the Golden Rule.

About the Author



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THE REWILDING PROGRAM: REDUCING THE HUMAN POPULATION TO TWO BILLION

Dr John Potter*

Now we are getting there! The next move by the evolutionists bent on seeing the emergence of the next human species is to prevent us growing food to sustain ourselves. The map below (courtesy Christina Wilkins) shows the plan to re-wild the USA; the red and yellow areas are human exclusion zones! From where and when did this plan originate? See below!



The Climate Change story is a deliberately manufactured lie originating in evolutionary theory. The following is an extract from my book: “The Carbon Story”. See www.johnpotterpublish.com/BOOKS. Pages 50-55.

Darwin was not the main person to propagate his theory. That task was taken up by Thomas Henry Huxley, who promoted evolution so ferociously that he earned the title ‘Darwin’s Bulldog’. Huxley declared himself an agnostic with regard to the existence of God and spent much time promoting the idea that humans were just animals and belief in God was unnecessary and irrelevant. He was President of the UK Royal Society from 1883 to 1885.



Thomas Henry Huxley



TH with grandson Julian



Sir Julian in later life



Great-nephew,
Sir Crispin Tickell

Huxley’s son Leonard had two sons: Aldous and Julian. Thomas Henry took both boys under his wing and set about deliberately indoctrinating them in evolutionary thinking.

The Huxley brother’s world-view is outlined in Aldous Huxley’s book: ‘Brave New World’. But it was Julian Huxley who became the fully-fledged evolutionary activist, with a special interest in **human evolution**. Julian lived by three propositions:

1. He was an atheist who denied anything supernatural. He proposed that religion be abandoned in favour of **naturalism** (the worship of nature). To advance this cause, he formed the British Humanist Society and was its first President.
2. He saw evolution producing a race of super-humans over time (trans-humanism); and he saw that this process did not have to be left to chance; humans could take charge of their own destiny: taking control of the evolutionary process by getting rid of inferior types. In his book *Man in the Modern World*, Huxley declared that:

“The lowest classes are reproducing too fast. They must not have easy access to relief or hospital treatment lest the removal of the last check on natural selection should make it too easy for children to be produced or to survive; long unemployment should be the ground for sterilisation’ (Huxley, 1947).

To advance the sterilisation cause, the humanists invented **eugenics**, the study of methods by which a person having genetic defects or undesirable traits could be prevented from breeding, i.e. sterilised. Julian

Huxley was a prominent member of the British Eugenics Society and its President at one time. In the early 1900s most advanced countries in the world passed legislation which permitted compulsorily sterilisation by the state. These statutes are still on the books in most countries. In the late 1990s, the President of Peru sterilised over 300 000 ethnic Indians.

3. Huxley argued that **success in material development was evidence of superior genetic make-up**, and by this view, Aryan people, who had better goods, better music and art and an advanced philosophical base, were clearly **further along the evolutionary chain** than the rest of humanity. Such thinking led to the ideology of **Social Darwinism**. Dark skinned people around the world were slaughtered with impunity and their goods confiscated on the ground that such actions was helping the evolutionary process. King Leopold of Belgium slaughtered ten million people in the Congo. And in Australia, some people shot aboriginal people on Sunday afternoons for sport. Julian Huxley gained continuing support from people of influence like Lord Bertrand Russell, Prince Philip of the UK, Prince Bernard of the Netherlands, the Club of Rome, Maurice Strong, Jacques Cousteau and the radical Australian environmentalist, Dr John Reid. In 1977, Jacques Cousteau said: 'In order to stabilise world population, we must eliminate 350 000 people per day. That is a terrible thing to say but it is just as bad not to say it', (*UNESCO Courier*).

Prince Philip made his views known when he said: 'In the event that I am reincarnated, I would like to return as a deadly virus, in order to contribute something to solving (human) over-population' (*Deutsche Presse-Agentur*, August 1988).

Hitler's actions made Aryan supremacy, eugenics and the idea of a coming superman an unpopular agenda, so after World War II, Julian Huxley and his associates shifted their efforts to the environment. Huxley had himself appointed Director of UNESCO in 1946 and in 1947 he formed the International Union for the Conservation of Nature (IUCN). By this arrangement Huxley ensured that the **IUCN dictated UN policy on the environment from 1946 until the Brazil Earth Summit in 1992**.

The **World Wild Life Fund** (WWF) was founded jointly by Huxley, Britain's Prince Philip and Prince Bernhard of the Netherland and backed by the resources of Royal Dutch Shell, BP, RTZ and Unilever. It is the money raising arm of the IUCN and it has 'spawned a whole panopy of green organizations across the globe, including the Australian Conservation Foundation of which Prince Philip was president from 1971-1976' (Anon, *The New Citizen*, 2009).

Julian Huxley died in 1975. The mantle was passed to Sir Crispin Tickell, Julian Huxley's great nephew. He had himself appointed as the UK representative to the UN in 1988 with the sole purpose of forming the IPPC. Once that was achieved he resigned from his job and joined forces with Al Gore to form the Climate Institute in New York.

THE NEXT MOVE

The IPCC focus on CO² reduction started with industry 'pollution' – something not hard to sell. Next were fossil fuels. Now it has moved to **animal emissions**. Australia's total annual CO² equivalent emissions amount to 552 million tonnes of which 13% comes from livestock, especially methane: see the Climate Council Report: *Agriculture's Contribution to Australia's Green House Emissions* (climatecouncil.org.au). The next and final move will be to human emissions! How can we talk of zero emissions without including human emissions?!

A human breathes out CO² as a by-product of respiration. We breathe out 25mL with each breath and breathe 15 times each minute – that is 375mL per minute totalling 0.7 grams of CO² per minute. In one day (1440 minutes) each person breathes out 1Kg of CO²!

So, with 25 million people in Australia, the human emission of CO² is 25 million Kg per day = 25 000 tonnes. In a year: 9 million tonnes. The world figure at 7.9 billion people is 3 billion tonnes per annum.

This will be the trigger for human population reduction (the GOAL) and Re-Wilding of land (starving the masses) is the mechanism for bringing it about.

WHERE IS GOD IN THIS?

Since the mid-1950s, CO² in the entire atmosphere around the world has been increasing by 1.6ppm each year (see the Keeling Curve). (This is just as well because in 1956, the concentration of CO² had fallen to 305ppm, just 20ppm above the level at which plants begin to die).

The CO² is coming from under-sea volcanoes, and **NOTHING CAN STOP IT** (see *'The Carbon Story'*, page 7, 86ff). And the world is greening, giving hope of a more adequate food supply. I think God's plan is to bring the level of CO² to 1000ppm – a level proven to be the best for plant growth in glasshouses and for human health in submarines.

Hold on to these truths:

- It is God who controls the weather
- God is quite able to manage the climate to his satisfaction and our benefit!

ABOUT THE AUTHOR



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