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John Potter Literacy Award
2022**

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**Veritas* is Latin for truth, reality.

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EDITORIAL: BEST ARTICLE FOR THE JOHN POTTER LITERACY AWARD 2022

Dr David Le Cornu*

President - St Clements Education Group

(DBA, DIPFM, MBA, FAICD)

A number of well written articles have again been nominated for the 2022 John Potter Literacy Award. Although very challenging the best of the articles have now been chosen.

The **winner** of the John Potter Literacy Award for 2022 is Sushma Acharya for her article **“Three Schools of Buddhism: Mahayana, Vajrayana, and Theravada”**.

The **runner-up** award goes to Dr John Potter for his article **“The Carbon Story - The Facts”**.

A **highly commended mention** also goes to Teaching Officer Osman Doruk for his article **“Problems in Administrative Audit of the Health Sector in the COVID-19 Process and Solution”** and joint authors Pul Pech, Mardy Serey and Sinath Chea for their article **“Effect of Soil Block Composition on Seedling Growth and Yield of Two Chinese Kale Cultivars”**.

Other articles **nominated** for the John Potter Literacy Award included the following: **“A Critical Study on the Factors Affecting the Effectiveness of Police Leadership and Practices in Cambodia”** by General Dr Eng Kimsan and **“Examination of Impact of Non Oil Revenue on Gross Domestic Product in Nigeria”** by Mrs Udeh Virginia Nkemdilim.

Congratulations to all of the nominated authors. Certificates for these well deserved recipients of the John Potter Literacy Award for 2022 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 around October 2023, dates still to be set, 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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CIVIL SOCIETY ROLE IN RECONCILIATION AND STATE RE-BUILDING OF SOMALIA FROM 1991 – 2022

Hassan Ahmed Sadik*

This is an article for publishing by one of the Academic contributors from EMBA section of the St Clements University graduated scholars through the Academic Journal of St Clements Education Group 'VERITAS'.

Chapter ONE

Introduction

Since the collapse of the National Government of Mohamed Siad Barre in 1991 and years that followed saw the near total disintegration of the Somalia State and widespread chaos in the country based in inter-clan conflicts with severe religious fundamentalism, has experienced a prolonged period statelessness. Monarchy and clan-based militias, religious and traditional elders and business community stepped in to fill the void left by the state, providing some degree of predictability and stability in a dangerous environment. These informal bodies proved incapable of administering justice or security in a fair manner, and eventually became paralyzed by inter-clan competition over power and resources. The Pandemonium of the country reached highest degree of conflicts and hostilities between boundless clan militias plus recurrent droughts until some of the towns become battle fields while its residents fled to other regions' towns and Mogadishu city, while Baidoa itself was so-called the town of deaths in 1992 (where the rate of daily deaths ranged 315 people) until international aid escorted by 30,000 US Marines reached there for rescue of starved old people, women and children.

In the very act of describing the effects of the civil war was really different what were expected and the results by the provocateurs/cookers of riots (warlords), who believe that they were battling with dictatorship and struggling for peace and democracy of the country, but the nation fall into worst anarchy and malicious tribalism. In that stage, the Somali communities had no previous experience and chronicled of this kind of war; from hope to despair, from tyranny to warlordism, and from statehood to statelessness, until Somalia being recognized Internationally as "Failed State".

Civil Society Role in the Reconciliation and State Rebuilding:

Somalia situation chaos run for quite a long period of time since 1991, leadership has been under the anarchic dictatorship of so-called faction leaders who have been forming fluid and fragile alliances in order to control Mogadishu or any administration established in a region where they could deploy their militia. At some point, the prolonged rivalry and confrontation as

well as foreign interference from neighboring and other countries, have paved the way rise of religious groups and the introduction of some form of political Islam, which consequently led to the creation of radical groups like Al Shabab. After the religious groups took control of Mogadishu and other parts of the country by overpowering the warlords supported by foreign powers, people accepted and even welcomed the peace and tranquility restored by the Islamic Courts Union (ICU)¹ also called the Union of Islamic Courts (UIC). In order to exploit public support, the UIC leaders established sharia courts, and local authorities, and somehow, the UIC had accommodated civil society organizations to assist in some areas of governance.

From that point, since the civil society comprised mostly the social segments like; traditional elders, religious groups, women, youth, Private sectors, trading companies, professional Associations, like; medicals, Lawyers, engineers, Universities Academicians and Scholars, local educational umbrellas, ordinary Civil Society Organizations, NGOs and CBOs who finally took as a title of NON-STATE ACTORS, have got opportunities to try to somehow intervene among the fighting groups especially the faction leaders/warlords and pave the way ceasefire and tentative reconciliations where the circumstance was allowed. The civil society initiatives were emerged immediately after the civil war broke out, but it was suspended when some potential religious groups Xisbul Islam (Islamic Party), who established Sharia Courts, first time in Somalia and local authorities, but later on fortunately the UIC had formally recognized that the Civil Society role is positive in the reconciliation and mediation between fighting groups then followed Al-Shabab and Da'ish who were totally different from the United Islamic Courts.

Then step by step, not only emerging but strengthening of Non-State Actor Platforms were obvious, the platforms composing all three main sectors of Civil Society – 1. Organized NGOs non-organized CBOs, ordinary social groups such as youth, women, traditional elders. 2. Private Sectors including communication companies, chamber of commerce, and 3. Professional Associations such as, Lawyers, Medical Doctors, Hydrological Engineers, local Educational Umbrellas. In fact, the formation of the platforms was implemented in three zones throughout Somalia; One in south and Central regions which was called Somalia South Central Non-State Actors (SOSCENSA), one in Puntland which was called Puntland Non-State Actors Association (PUNSAA), and Somaliland Non-State

¹ *Theorizing the conditions of Inequality in Somalia*

Actors Forum (SONSAF). The establishment of these platforms was under sponsorship of Cotonou Agreement raised by the Europeans and their colonial countries known as ACP countries (Africa, Caribbean and Pacific) in Cotonou City of Benin in 2000. In their historical agreement which was stipulating the Europeans should financially and socially assist to their previous colonial countries in Africa, Chrepan and Pacific and the assistance should not towards the Governments only but with civil society/non-state actors.

Chapter TWO

Emerging of Civil Society influential role in the national reconciliation

The territories where Somali people lived were colonized by French (today's Djibouti), British (today's Somaliland) and Italian (southern parts of today's Somali) states. While the imperial powers shared lands in Africa in 18th and 19th centuries, none of them considered exactly what is happening on the soil and which ethnic groups were living there. The borders that were drawn on maps have created enormous problems in the future that no one would ever imagine before. The different agendas and interests of imperial states have initiated conflicts among tribes (or clans); such as the British were involved in extracting resources, while Italians were improving cultivation in southern parts. These different kinds of exploitation by imperial powers caused disputes about land and water resources among Somali clans.²

By the way, the Somalia as a Nation was born in July 1, 1960 and this was happened after British Somaliland took their independent in 26 June 1960 from England, while the Southern part Somalia took their independence in July 1st, 1960 and the same time unified the two parts of Somalia that made the Great Somalia Republic. However, a first civilian government whose members were composed with both Somaliland and Southern Somalia was established in 1st July 1960. The civilian Government conducted two terms of (one person one vote) elections, and two presidents fill in for, (the first President was H.E. Adan Abdulle Osman 1960 – 1964 and the second president was H.E. Abdirashid Ali Sharmarke 1964 – 1969. Then President Abdirashid was assassinated by one of his security guard in 15 Oct 1969, in 21 Oct 1969 Military Coup d'état by Gen. Mohamed Siad Barre, was seized the country while the previous name of Somalia Republic, transformed to be the Somali Democratic Republic, and that Military Government run the country up to January 26, 1991. In fact, the fall of Barre regime has created a power vacuum, which was tried to be filled by several armed groups and that is

one of the factors that the Somali crisis being prolonged as it was.

Movements of Civil Society organizations in the Political Parts

In Somalia, during the first decade after the national independence, the political system was based into multiparty, those who mostly invented from the previous anti-colonial organizations who were struggling for independence, and the civil society movements were associated with them until the military government was suspended all political parties and their civil society organizations.

In the military era, civil society were part of revolutionary groups who were supporting unconditionally that political ideology and there were always attending community gatherings that were hold in the Orientation centers that the Military government was established in all regions and districts in the country where community mobilizers lecturing the people and explaining political agenda of the High Council of the Military Government (MG), especially principles of socialism system, that was conducted from the former Russian Government (USSR) who had good relation with the Somali MG, and all these deeds was leading by Political Office created by the MG. There were Youth Organizations, Women Organizations and Trade Union Organizations and that was the situation of civil society until the Military Government led by Gen. Mohamed Siad Barre.

Civil society Organization's role after central government collapsed:

Afterward, the collapse of Somalia's central government in 1991, civil society organizations (CSOs) stepped in to fill the governance vacuum as they have been providing vital social services. They have played a number of important roles – from supporting reconciliation efforts, peacebuilding, conflict prevention & promoting democratization and also providing humanitarian aid. Even since the return of transitional national governments although were not agreed but was pretending as functioning central government until federal government system was chosen by the Somalia Reconciliation Conference was held in Imbagathy – Kenya in 2004, but the governments were remained to be working as transitional central government until 2012. By the way, Federal System Government was implemented in 2014 while Federal and 5 Federal Member States were fully established excluded Somaliland. CSOs have continued to demonstrate their value as facilitators, advocates, election observers and innovators. Many are striving to become financially and politically independent institutions, acting as watchdogs, ethical guardians and advocates for the marginalized and under-represented. On the other hand, as the political context has evolved, so too has the role of CSOs. Apart from insecurity threats, the challenges they now face largely revolve around three themes: differing interpretations of 'civil

² *How the Counterinsurgency Strategies of Ethiopia, the United States and the AMISOM Have Triggered the Growth of Al-Shabaab*

society,' the absence of a unified civil society voice, and internal governance challenges.

Defining Civil Society, Opportunities and Challenges:

In Somalia, the term 'civil society' – also referred to as 'non-state actors (NSAs)' by some – is seen as encompassing far more than a collection of non-governmental organizations (NGOs), community-based organizations (CBOs), professional associations and institutions. The term describes an ever-growing group that includes the private sector, media, communication companies, teachers, lawyers, medical practitioners, journalists and traditional elders. In fact, NSAs as titled term of Civil Society, boosted up somehow the honor and respect they could have in the forums of bargaining and negotiations regarding peacebuilding with authorities and the community.

Mostly Somalis believe that civil society serves for the interests of all citizens and acts as a counterweight to the government, while others find the concept to be alien or driven by donors and western interests. "Traditionally, clan elders have been the core of civil society in Somalia." A Somali elder who manages a CBO in Kismayo said; "They have been mediators between society and authorities in the social and political spheres of Somali society." To some Somalis, today's CSOs are too top-heavy and mainly represent donor interests, in some extent Donors believe that CSOs are more accountable than the governments. There is also a disparity between what the international community expects and what Somalis see as the role of civil society. There are ideals and realities of Somali civil society which don't conform to each other. As some experts believe that "there needs to be a change in local perceptions of CSOs; in other words, CSOs need to advocate for themselves before advocating for others." In conclusion, these independent consultants suggest that "Internal reform of the current CSO leadership structures is necessary before there can be wider agreement. Inclusive representation, particularly giving a chance to marginalized groups, including women, youth and unrepresented minority groups could boost CSO's public standing.

The manipulation of clan identity can either lead to positive or negative consequences. Many politicians have taken advantage of nearly three decades of instability in Somalia to provoke historical grievances and create divisions among communities that help them keep their grip on power. Others, meanwhile, have used ethnic identity as a unifier among communities to create trust, safety and cultural intimacy, and to build effective networks that provide access to development projects. So, the absence of CSOs that are neutrally perceived and that can transcend clan divides and interests is threatening the whole purpose of having CSOs, undermining the essence of community cohesion.

According to a researcher based in Nairobi, local manifestations of Somali civil society might be different from those imagined by outsiders³. There are numerous experiences of outside supporters of Somalia CSOs becoming frustrated because local CSO partners turned out to be politically biased or unreliable, primarily serving the interests of their beneficiaries and at times favorite political groups or even being as ruthless as the governments they are supposed to counterbalance." While many Somali intellectuals and international partners assumed that civil society would act as the eyes and ears of the international community – monitoring human rights, advocating for disadvantaged groups and providing early warning for conflict – this has not always turned out to be the case. In addition to that some of NGOs, voluntarily endeavoring to carry out least peace building efforts they could afford for post-conflict, such as; trauma healing, conflict sensitivity and psychology training, whereas they rarely get small financial support from some international partners.

Civil Society achievements:

According to a result of a small research I made during I was writing this article, there are several ideas that number of civil society experts believe that actual challenges facing CSOs from the politicians are about their achievements and significant role they are playing in the reconciliation and peacebuilding process in Somalia and could act as the only key factor that could help integration and unifying the country. However, Somalia's adoption of a federal system has not only polarized the community but also the CSOs into fragmented, competing and disempowered regional blocs. The line is now blurred between the new and emerging state-level CSO networks and their state politicians. Some of the experts believe that the emergence of CSOs grassroots that can be divided along regional or political lines – and are often associated too closely with their political leaders – is further changing how Somalis see civil society. There are competing interests and groups under the CSOs umbrella, women also are largely side-lined in the highest circles of decision-making. A former CSO worker, who's a university teacher currently, argued that the disparity of the CSOs is now becoming even difficult to distinguish between state institutions and civil society in some areas.

Civil society is a powerful tool through which the community and government can collaborate in governance, development and reconstruction of the country. Together they represent a broad base of civil society and non-state actor groups, including professional associations, local NGOs, traditional and religious leaders and members of the business community. Through our work - which has been vital in the past twenty years – Somali CSOs have been working to promote a culture of peace and good governance. Despite the challenges in the country there

³ *The Saferworld Report on Somalia Civil Society*

have been some success stories: regional administrations; elections in Somaliland; consolidation of security in TFG controlled areas. There is a sense of determination to build on this momentum and further those gains and we call on the Security Council to support us in achieving our goals as Somalis⁴.

Chapter THREE

Civil Society could be strong enough to formulate the situation?

In Somali context, clan affiliations are strong in Somalia, manifesting through different institutions and even within civil society. For example, some diaspora-funded NGOs are established along clan lines and mainly run projects in areas to which certain families can trace back their lineages. This is hardly surprising. For many CSOs that attempt to cut across clan lines and bring about positive change, clan politics can get in the way. Because of this reality, many CSOs cannot escape becoming aligned with one group or another, either in reality or in perception. Somali CSOs are often seen as either supporting the state administration or the opposition party or clan, depending on who is leading the organization at the time. This is especially true when the government engages on politically sensitive topics, such as elections, boundaries, clan disputes, or resource sharing.

When the case of the argument is which Role that the Somali Civil Society can take currently, policy formulation of national reconciliation, peace and State-building? Can we directly respond; "is foremost Role"? According to responses of the chairman of Somali Civil Society Coalition Mr. Osman Muhidin Moallin (Shatah) given to a researcher while interview. I was the interviewer/writer of this article, as an independent civilian researcher who met with the chairman in his office in Mogadishu on 13th Sept 2022. In the interview, the chairman was asked few questions regarding currently the role Somali Civil Society in Reconciliation and State Re-building, and the following are the responses:

Question 1:

- As we know, in the world, so-called democratic countries within civil society have an active trade union organization like Somalia had within the civilian and military governments although they had different working system, so, now, In Somalia, are there an active trade union organization within the civil society?

Answer 1:

- Firstly, I believe there are trade unions but are not active, secondly, since non-governmental organizations and private sectors have been active and hardly working in the country for relief and humanitarian activities specially NGOs while so

many working places has been destroyed and all workers dispersed due to civil war, so, the mentality of the people has been recognized the role of NGOs and private sectors, and they fulfilled government role during the civil war. Sometimes there were several tentative to establish Trade Union Organizations, but that was not worked as needed because of misunderstanding between several groups who each team were claiming they were legitimate to represent public and private workers. So that was the reason of trade unions were not active. On the other hand, what I have learnt whereas I was working in the civil society, this country needs "**nation building**" instead of "**state building**" and that is the main objective that the Civil Society are endeavoring, unfortunately politicians are supporting that.

Question 2:

- As you mentioned Civil Society are more active, so what's their role on overall, and specifically in the reconciliation and peace building, since there are political conflicts and other clan-based fighting and with fundamentalists. Are they unified, have the power, influences and respect in front of the politicians or government leaders?

Respond 2:

- Yes, they are unified, do good work and have a good moral to solve nationwide chaos like immoral reconciliations, manmade confrontations between politicians, government with radical insurgents and many natural disasters like droughts, humanitarian aids and epidemic diseases in the country that the Somali have been suffering for more than 30 years due to lack of good governance and national government. Unfortunately, there is a very big differences among politicians that has influence to long time separation and clan/inter-clan fighting, and that one of the challenges that civil society cannot take role easily. And also, obstacles that CSOs could not take their role include; sometimes transitional Governments that established after reconciliation are not enough potential to firmly handle the country, in terms of social level, CSOs are taking not only crucial role but they can cited are the pioneering and leading of all social activities like domestic violence, humanitarian, community mobilization, trauma healing and trust building among the people, reconciliation, toleration closing up all retaliations in the community.

Question 3:

- In terms of leadership, personally, do you think that the politicians or leaders see the CSOs are an important organ that can take major role in the consulting with them by the government in the stage of setting the strategies, laws and policies to lead the country's policy and reconciliation, social, economic and development, or they meet, and receive without results?

⁴ *Civil Society Statement to the United Nations Security Council May 2011*

Respond 3:

- Sometimes they call and consult and consider with CSOs when they are setting strategies, or policy that the government intend to implement, although sometimes it is just calling for participation the CSOs but not considering inputs and suggestions they brought there. In fact, Civil Society, won't halt their struggle therefore, CSOs sometimes themselves initiate any social issues they see it is a vital for the people they raise to the government through parliament in order to pressure the council of Ministries, then finally the social issue will be national asset and that the way CSOs working.

Question 4:

- Mr. Chairman, Civil Society Organizations – those you called very active, apart from they advocate for social issues and argue with the government for national interests, is there any other activities that they carry out for the people like reconciliations in between the community which are more important than those of the politicians, because there are fighting within clans and inter-clan and subclans? So, in order to recover the people their previous disputes, what's CSOs do for the people?

Respond 4:

- Actually, the country has no policy for peace to lead the reconciliation, while the government is concentrating only the security, so what missing is national policy for peace that could be guidance and comprehended best way of proceeding all efforts relating reconciliation, restoring trusts, and forgiveness among people and that is very much regret and with all that bedlam the government have no power enough or not ready. CSOs are endeavoring to take their role though their capacity is a small scale or project based with lack of government role, while the issue of reconciliation in Somalia seems overwhelming. However, CSOs never give up to do what they could do, in the reconciliation through mobilization, trust building and forgiveness among the community, but still government role is missing, for instance, when disputes being reconciled by CSOs and at least a ceasefire agreement needs to fulfill by a security force and that is part of obstacles faced CSOs while they involve resolution operations.

Question 5:

- Mr. Chairman, since you are experienced person who have been long time in the field of civil society and reconciliation, what will you suggest or recommend to overall Somali people and Government in terms of saving Somali people and solving their problems?

Respond 5:

- Actually;
 1. For the Somali people; I would say You have seen civil war for long enough time, whether is good or not, so I would suggest them all to return their Almighty God, thank Allah, forgive

each other, and start new life and build their precious country.

2. For the government, I would suggest the government institutions to take one step to restore peoples' confidences, because the way they have been established was not based on the people's prerequisites, to do so, the government should take steps to resolve problems on justice matters, reconciliation and security.
3. For the International Community, I would recommend to help Somali people in a way they stand up with their own legs, and not only deploying international forces and investing millions of dollars concentrating only security without considering other essential deeds/projects that the people required that could directly or indirectly enhance the security, like reconciliation and community mobilization to support themselves in peace building and prosperous in their future within their beloved country.

Conclusion and Recommendations:

According to the above transcriptions that includes secondary and scripted data regarding about an article named **"The Role of Civil Society in Reconciliation and State Re-building in Somalia"**, that is the title of this article selected by the author who's intending to discover. This article is citing with comprehending way that the Somali Civil Society has a very crucial role that historically started from a time of independence, but this article describing CSOs' exertions particularly from 1991 up to date.

During the three decades of tragedies, CSOs had an important role to play in promoting inclusion, trust building, dialogue and reconciliation among the community, all of which are essential to building bridges in a polarized society whom already dismantled after central government collapsed. CSO was only unified group who could aim and work on social reunification, but to be as effective as they can be, according to this transcript CSOs were taking major role in the mediation and social dialogue for settlement and without their commitment was not succeeded reconciliations in Galmudug – that having historically been the site of bitter political rivalries and frequent fighting, with multiple groups claiming dominion over various subsets of its territory over time. In fact, that reconciliation was one of the hardest that civil society was pledging and finally was succeeded. Somali Public Agenda (SPA)⁵ – Local NGO, was leading the process, while financial and moral support was provided by Inter-peace – International NGO partnership with governments of Netherlands, Sweden and Switzerland. Galmudug is one of the 5 Federal Member States of the Somalia Federal Government.

Thus, from the above comprehensive information regarding the subject plus the result of my

⁵ Report on Galmudug Reconciliation, Processes, Challenges and Opportunities, released by SPA

scrutinization while I was lettering the inscription, although they are facing an abundant challenge, it is obvious that the role of Somali Civil Society Organizations is taking in reconciliation and state rebuilding efforts is very EXCESSIVE and they deserve to be appreciated and encouraged in the present and the future as well.

Finally, as Author of this article, I would like to recommend the following;

1. For the Civil Society, to be effective as they can be, they should democratize, improve their representation of women and minority groups and showcase the same values they want the government to embody.
2. For the Federal Government and its local federal members, instead of treating civil society with mistrust and exploiting ethnic divisions, should allow space for CSOs to mediate between the government and the public. Civil society can promote reconciliation/citizen's exercise of their rights and responsibilities while fostering open channels of communication that allow governments to hear and act on public concerns.
3. For the International Partners, if the case is how Somalia people and federal government could be helped, the aid should not be deploying military and police forces who always pressuring only security, but the Somali people requiring more than that, for instance, they have been civil fighting for long time, so they need bottom – up real reconciliation that without it cannot maintain any created peace or security. Since they lost everything, they had during civil war, so they need other supplementary projects those can promote their livelihood and prosperous.

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Verbal Interview with Mr. Osman Muhidin Moallim (Shatah) The Chairman of Somali Civil Society Coalition, Interviewer: Hassan Ahmed Sadik – the Author of this Article. September 12, 2022.

About the Author



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TALENT BONDING AND EMPLOYEE RETENTION IN THE PUBLIC SECTOR IN DEVELOPING COUNTRIES

Dr James Chikuni Jerera*

Introduction

Service delivery in the public sector is crucial for the socio-economic development of countries. Nevertheless, “effective service delivery is dependent on adequacy and competence of human capital” (Mugunzva 2016).

Effective human resource management is essential for enhancing organisational performance. “People are vital resources for sustainable competitive advantage and the humans that make up an organisation are its ‘life-blood’, its unique and most valuable assets” (www.articlesbase.com). Other firms may duplicate most of the other factors of production such as properties, machinery, and information.

Many companies make investments to retain employees and the benefits of the retention outweigh the expenses. If the organisation loses employees, there are costs associated with recruiting replacements. The need to retain employees resulted in the implementation of programmes to ensure staff retention. According to Zinyama (2013), “the Sub-Saharan African region is characterised by high brain drain, mostly due to harsh socio-economic and political conditions.”

The primary aim of the study is to assess the talent bonding challenges in the public sector in developing countries. The four specific research objectives are to:

- Examine talent bonding in the public sector in developing countries;
- Evaluate strategies for employee retention in the public sector;
- Explore the talent bonding challenges in the public sector in developing countries; and
- Propose options for enhancing employee retention in the public sector in developing countries.

Talent bonding in the public sector

Talent bonding is about implementing measures aimed at ensuring that valued human resources do not leave an organisation. According to Nyanga et al (2012), “talent bonding helps to ensure that an organisation retains its human capital and use it for attaining competitive advantage.”

According to Gberevbie (2010), “there is a need for African public sector institutions to employ effective strategies for employee recruitment, retention, and performance management.” Service delivery would only improve if public sector institutions have adequate resources. In terms of strategies for employee

retention, the public sector seems to lag behind in providing adequate incentives to retain the workforce compared to what is obtainable in the private sector.

Employee retention is synonymous with talent bonding. It is about keeping employees in an organisation for longer periods. According to Mehmood (2012), “employee retention is aimed at reducing costs of recruitment because government agencies spend enormous amounts of time, energy, and resources to hire and train qualified employees.”

Taylor (2014) argues, “no single magic bullet or retention strategy will ensure that top quality employees stay on the job.” In the public sector, the most effective approach is one in which there is the identification of the employees at the greatest risk of leaving and the long-term effort to address those areas of concern. An example of the approach is the effort made by the ministry of health and child welfare in Zimbabwe.

“The economic depression experienced in 2008 heavily affected the employment levels of health workers in the public sector” (www.mochw.gov.zw). According to Zinyama (2013), “at the peak of the economic depression, the ministry of health, and child welfare lost 3,588 employees through resignations.” The effects of the losses were in the critical professions such as doctors, laboratory, and environmental health staff, where there are inadequacies of human resources.

Realising that the health sector was in crisis, there was the development of the emergency retention scheme in 2008. “The retention scheme resulted in stability in the employment levels as the number of resignations by 84% in 2009 as compared with the situation in 2008” (www.mohcw.gov.zw).

There is a need for organisations to improve working environments. According to Gberevbie (2010), “good relationships between supervisors and their staff are among the most important factors in creating a positive work environment and retaining employees.” Public sector organisations should also build positive work environment to compete with the private sector and retain talent.

In addition, “growth opportunities could be important motivators for employees to stay at their jobs” (Taylor 2014). These opportunities provide benefits to the organisations, as employees learn and master new skills and knowledge.

Employee retention strategies

One strategy for retaining employees is through employee empowerment. Employee empowerment and involvement are two different concepts. Employee empowerment refers to giving employees the authority to make organisational decisions, while involvement refers to the idea of involving employees in management and planning activities.

According to Richards and Schat (2011), “the idea of employee empowerment has actually evolved from the practices of involvement and participative decision-making processes over the years.” Further, Therikildsen and Tidemand (2007) define employee empowerment as “the provision of a greater degree of flexibility and freedom to the workforce in order to share the authority of decision making.”

Government achieves its objectives through employees and therefore employee satisfaction and empowerment is very important. “Employee empowerment is a critical tool that can be in use to create a better workplace environment while amplifying the support of employees” (Phiri and Muponda 2016).

People are the most important assets of any institution. Competitors can easily copy technologies, products, and structures. Nevertheless, “no one can replicate the human resources and match a company full of motivated people who care about their institution” (www.norad.com). Since the objective of governments is to provide services to the citizens through civil servants, there is a need for empowerment in the public sector.

However, “empowerment can be difficult to quantify” (Cohen and Wheeler 2009). There are no statistics or percentages to measure its success. When it comes to empowerment, qualitative indicators are the most important measure of success. Empowerment is a process and change does not occur overnight. Indicators of success include open management, team spirit, decentralised control, staff commitment, consultation, and active communication.

Open management

There is active involvement of team members in meetings, evaluation, analysis of important issues, and identifying creative solutions. Managers acknowledge the skills of staff and allow team members to make decisions.

Team spirit

Organisational members and managers show a high degree of enthusiasm, and sense of belonging. There is high company morale.

Decentralised control

Team members function in a relatively free environment, with overlapping roles and functions while maintaining clear individual roles. “Employee empowerment is a process of distribution and redistribution of power (authority) between management and employees” (www.cmi.com). The reason is that power is in the hands of management who can determine how to share it with employees.

There is a difference between the power that the managers in the corporate world have and the power of the superiors in the civil service. Various government departments have different constitutional roles. Accordingly, the managers in the civil service possess some degree of constitutional powers in addition to the normal supervisory responsibilities of managers in the corporate world.

Staff commitment

It is vital to secure staff commitment, to recognise employees’ efforts, to ensure effective communication, to resolve disputes, and to handle employees’ grievances effectively. Staff commitment is crucial in providing the quality of service that the public expects. For instance, “the employees must have adequate training to answer questions, to know the rules they need to follow, and how to handle unusual cases as well as the inevitable difficult customer” (www.mondaq.com).

The staff members need to know how to be positive, helpful, and courteous. Managers are responsible for ensuring that programmes are in place for this purpose. The superiors must also lead by example so that the principles of good service cascade through all levels of the organisation.

Consultation

Taylor (2014) argues, “the managers should listen to their staff, and encourage them to give their suggestions.” In addition to the formal communication channels, there can be opinion surveys, suggestion schemes, working groups, and other informal discussions.

Communication

According to Mehmood (2012), “communication is a two-way process, for releasing staff’s ideas, energy, and ambitions.” Through communication, management helps staff to understand the mission, objectives and values of the organisation. At the same time, the staff can let management know their ideas.

To achieve effective communication, managers normally consider some factors. These are:

- the message they intend to send;
- the receiver of the information;

- the most effective form of communicating the message; and
- the likely response of the audience to receive the message.

According to Nyanga et al (2012), “organisations that develop active interactions between employees and management are more likely to grow and increase market share than those that do not.” In some institutions, the behaviour of the employers shapes this relationship positively or negatively.

“Top management plays significant roles in shaping the employee-employer relationship in any business environment” (www.visionsforhr.com). The middle managers and supervisors also contribute to building this relationship. From these assertions and generalisations, one can conclude that the employers have a lot of influence in determining the perception of employees about their organisations.

Talent bonding challenges

Some challenges affect talent bonding in public audit organisations. These include low salaries, the absence of merit promotions, and cumbersome structural organisation.

In the developing countries, “underdevelopment results in the general population living in unsatisfactory conditions, lack of transport, and housing, resulting in professionals opting to emigrate to developed countries, where their skills will be in demand” (www.siteresources.worldbank.com). Low prospect for professional development, patronage, discrimination in appointments, and promotions also affect the ability of public sector institutions in Africa to bond talent (Therkildsen and Tidemand 2007).

According to Cohen and Wheeler (2009), “evidence from Kenya in the late 1990's suggested that professionals left the public sector primarily because of a myriad of reasons.” These were low salaries, the unwillingness of the government to increase the salaries of critical professional posts, the absence of merit promotions, the cumbersome structural organisation of government ministries, and the improper design of ‘career ladders’.

One of the challenges in talent bonding is that of unanticipated market changes. The environment is dynamic and the public sector institutions may formulate a strategy, which fails to succeed because of political, economic, social, or technological changes.

According to Mugunzva (2016), “financial resource shortages are a barrier to talent bonding.” The liquidity challenges usually result in low revenue collection by the governments and this compromise the remuneration levels in the public sector institutions. According to Phiri and Muponda (2016), “strategies often fail because the market conditions they intended to exploit change before the strategy takes off.”

Financial resource shortages are a barrier to talent bonding and human resource strategy implementation. According to Taylor (2014), “some strategies also fail because there are inadequate resources to ensure successful implementation.”

Options for enhancing employee retention in the public sector

There is a myriad of possible ways for ensuring effectiveness in talent bonding and human resource strategy implementation. Commitment is important for successful strategy implementation. Other strategies included being flexible to changes, effective communication, having clear strategic plans, and staff training.

The commitment of leadership is necessary for effective talent bonding and human resource strategy implementation. This view is in line with Gberville (2010), who argues, “the active implementation of strategies requires the commitment of leadership.” Plan execution efforts may fail if the strategy does not enjoy support and commitment of management.

Leadership is very important in making successful talent bonding and strategy implementation. The leaders can positively contribute to effective strategy implementation through determining strategic direction, establishing balanced organisational controls, sustaining an effective organisational culture, and emphasising ethical practices. Leaders empower others to create strategic change as necessary.

The other way for ensuring successful strategy implementation is staff training. More so, the clarity of strategic plans is vital in plan execution. In addition, having action plan is necessary, as well as the effectiveness of communication.

Constant environmental scanning and flexibility to changes are vital for active strategy implementation. This revelation is in line with Mugunzva (2016), who believes that “today’s and tomorrow’s leaders must be flexible and be willing to continue their learning.”

There is a need to improve salaries and working conditions. Improvement of salaries and working conditions would raise the morale of employees.

In addition, “evidence from the implementation of the Tanzania selective accelerated salary enhancement (SASE) Scheme adopted in 2000 suggests that salary supplements had a significant positive impact on employee performance” (www.norad.com). “The government departments were able to attract, retain qualified staff, and to encourage the employees to embark on further training” (Taylor 2014). However, “the partial implementation of the SASE scheme gave rise to unfulfilled expectations, engendering greater animosity towards the scheme and creating the perception that it was unfair and discriminatory” (www.norad.com).

“Evidence from the public sector in Tanzania and Uganda suggests that merit, motivation, management, and context influence organisational performance” (Therkildsen and Tidemand 2007). Both monetary and non-monetary rewards influence staff motivation.

Recommendations

The study came up with possible solutions for enhancing talent bonding in public sector institutions. These are in the succeeding paragraphs.

Public sector to accept the concept of participatory management

Understanding and embracing the idea that employee empowerment is vital. The most important concept that guides participatory management is the idea that employee skills should be utilised at different levels, in a variety of unique ways. When the employees are included in the process of brainstorming, skill sharing, and active leadership, chances are much greater that they will also be willing to share power and stay in the organisation for a long period. Participatory management harnesses people’s creative capacity and further equips them to steer their development.

Training and preparation for empowerment

It is vital for the public sector institutions to conduct regular workshops where there are discussions with management and employees on the concept, and advantages of employee empowerment. There is a need to train the managers to appreciate the brainstorming techniques and the other forms of participatory interactions.

Salaries and working conditions

There is a need for the improvement of salaries and working conditions for staff in the public sector institutions. Some of the entities, for example, government auditing, are essential functions for ensuring financial accountability and they must have adequate resources.

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BASES OF TOURISM PROMOTION IN LUMBINI PROVINCE, NEPAL

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Abstracts

After Nepal became a federal state in 2015, Lumbini province was formed with Gautama Buddha's birthplace as the center. Lumbini province, which extends from the high mountains to the plains, is very diverse in terms of nature, culture, and religion. This diversity of Lumbini province is the main basis of tourism in the province. The Buddhist sites in Lumbini Province are still the most visited places in the country by domestic tourists. However, very few foreign tourists have reached many places in the province. Although there are many tourist places and possibilities in Lumbini province, tourism has not been developed. There is a weakness in tourism promotion. Tourism promotion activities are necessary to bring many tourists to the major tourist destinations of the province. What are the tourism destinations and possibilities in Lumbini province? How these heritages can play a role in tourism promotion is analyzed in this article. This article focuses on the tourism of Lumbini province.

Keywords

Lumbini, heritage, eco-tourism, tourism promotion, diversity

Lumbini province as a Mini Nepal

Nepal is a small mountainous country situated in the northern region of South Asia. Its geographical and cultural diversity is considered unique and original in the world. Nepal was opened to foreigners after 1952. The Himalayan areas are the main attractions for foreign tourists, while the original Hindu and Buddhist civilizations as well as the unique natural conditions are also the main basis of tourism. Nepal was a monarchy for a long time. In 2015, Nepal was declared a federal republic. According to the Constitution of Nepal 2015, Lumbini Province was formed. It is located in the west-southern part of Nepal and is made up of twelve districts including Nawalparasi West, Rupandehi, Kapilvastu, Palpa, Gulmi, Arghakhanchi, Pyuthan, Rolpa, Rukum East, Dang, Banke, and Bardia. The Putha Himal with a height of 7246 meters is situated in this province. Lumbini, the birthplace of Gautama Buddha and the largest Dang Valley in South Asia is located in this province. There are 4 sub-metropolitan cities, 32 municipalities, and 73 Rural Municipalities in this province. The total area of this province is 22,288 square kilometers, which is 15.1 percent of the area of Nepal. Excluding national parks and conservation areas, the area of this province is

17,810 square kilometers. Almost half of the territory of this province is forested; this province includes two national parks (Banke and Bardia NP) and one conservation area (Krishnasar Conservation Area). Rukum east occupies a few parts of Dhorpatan Hunting Reserve.

Tourism potentialities of Lumbini

This province can be seen as a mini Nepal in terms of geographical size, diverse availability of natural resources, and human civilization and culture. There are more than 200 archaeological sites related to Buddha, like Ramgram, Anoma Ghat, Kakarpatta, Halidasan Nagar, Tilaurakot, Kudan, Niglihawa, and Gotihawa in the surrounding districts of Lumbini, the fountain of world peace. These areas included in the greater Lumbini region are the main areas of Buddhist tourism and millions of domestic and foreign tourists are visiting these places every year. Hindu pilgrimage sites like Ramdi, Ridi, Swargadwari, Resunga, as well as Bardagoria, Siddhababa, Prakateswar Mahadev, Bhairavasthan, Supadeurali, Tauleswarnath, Bageshwari temples are also able to attract Hindu devotees and pilgrims. Buddhamangal Lake, Satyavati Lake, Gajedi Lake, Jagdishpur Lake, Jakhora Lake, Badhaiya Lake, Damaru Lake, Kamal (lotus) Lake, etc. are attracting those who want to enjoy with nature. Bardia National Park (BNP) and Banke National park (BaNP) are famous for tigers. Dhorpatan Hunting Reserve, Krishnasar conservation area, as well as the entire forest area, have great tourism potential. The Lumbini province is inhabited by more than 100 castes, each caste has its original rites, traditions, and way of life. All these tourist bases have the potential to attract millions of tourists, provide services and benefit from them.

Current situation of tourism benefits

Lumbini, the birthplace of Gautam Buddha is the most visited place in the provinces. In 2015, 748,294 (out of them 129,118 tourists from third countries) tourists visited Lumbini, and in 2016, this number increased by 72 percent to 1,285,680. Among those who reached Lumbini in 2016, One million 15 thousand 158 were domestic tourists. In 2017, 1.55 million tourists visited Lumbini. About 1.25 million of these were domestics. In 2019, 17 Lakh 79086 tourists visited Lumbini, including 1.4 million one thousand 178 Nepalese and 2 million 4 thousand 825 Indians. In 2020, only 279 thousand of 45 thousand 329 foreign tourists from 84 countries visited Lumbini due to the Corona disaster. Similarly, 463 thousand 963 Nepali tourists came in

2021. In 2020, 2 lakh 10 thousand 33 Nepali tourists came to visit Lumbini. Similarly, in 2021, 1 thousand 197 tourists from third countries and 43 thousand 32 Indian tourists came

Foreign tourists spend an average of 13 days in Nepal, but about 73 percent of foreign tourists who come to Lumbini spend less than half an hour there, while 5.5 percent of tourists spend more than an hour, according to a survey conducted by UNESCO. Since Lumbini is visited by tourists who come back after taking pictures rather than spending more time. Although some tourists reach Tilaurakot and Kudan, which are near Taulihwa, it is rare to see foreign tourists in Ramgram, Panditpur, and Devdah. Ranimahar, Supadeurali, Bhairavasthan, Ridi, Resunga, Swargadwari, Dharapani, Tauleswar, and Bageswari are visited by a large number of Hindu devotees every year, but since those who visit the temple return within a few hours, the benefit of tourism is zero.

Many tourists come to Nepal to enjoy the natural beauty. However, very few tourists visit the protected areas of Lumbini Province, which can become good destinations for eco-tourism. Bardiya is world famous for Royal Bengal Tiger. In 2011/12, 10,962 tourists visited Bardiya. The number dropped to 8077 (including 269 foreigners) in 2020/21. It seems that only 669 tourists have visited the Banke National National Park since its establishment in 2015. Nearly Seven thousand tourists have visited the Dhorpatan hunting reserve in the last 9 years (National Parks and Wildlife Conservation Department Annual Report, 2021). Although 82 percent of the tourists coming to Nepal by land route come through the Bhairahawa, the tourism industry of Lumbini province has not been able to benefit. But, Nepalganj is benefiting by bringing Indian tourists to Mansarovar. Although Jagdishpur Lake, Suke Lake, and Satyavati Lake have been able to see domestic tourists, Rukum's Kamal (lotus) lake, Jaljala, and Sisne Himal have not been able to get the same opportunity.

Tourism promotion

Promotion is the activities done to attract tourists to buy goods and services by conveying information about the goods and services to the target group. Promotion is the main method of marketing. It is necessary to do promotional activities not only for financial gain but also to identify a place or a heritage. In the 21st century, the tourism sector is expanding as a major economic sector. The attraction of tourists in traditional tourism areas remains the same. Apart from that, the race to find and develop new tourist sites and heritage sites and get financial benefits from them is going on all over the world. Although there are important tourist assets that can bring tourists, tourists do not step into many places, even if a few tourists come, they do not stay for long and even the tourists who stay do not spend more money. The main reason for this is that potential tourists do not have enough information about tourist assets and services. Tourism

promotion is indispensable to attract, sustain and make tourists willing to spend.

Foundations of tourism promotion

Tourism promotion is a part of tourism marketing. Information and publicity alone are not enough to promote the tourism market. For this, things like goods and services available for tourists, mental readiness, incitement, and branding play an important role. Many natural, physical, spiritual, and other facilities are available to promote tourism in the Lumbini region. Some of them are as follows.

1. Heritage

Any historical or cultural fact, practice, or physical structure based on civilization, art, culture, tradition, or belief is heritage. Heritages are both visible (tangible) and invisible. Cultural-social heritage are built by people's practices, custom, behavior, and beliefs, but geographical/natural assets are built due to changes and natural cycles that occur on earth at different times. Heritages are prepared by long natural, socio-cultural practices and since these heritages are unique, they are interesting for the present generation. Some heritages have been continuously practiced by the community from the past to the present and some heritages have disappeared in history. Since the heritage shows the history, civilization, tradition, geographic/natural characteristics, and the proximity of the present with it, the visit and observation of the heritage area are considered very important for tourists and scholars for those who want to understand the society, history, and civilization. Many countries have taken heritage tourism as an opportunity for economic development and poverty alleviation (UNWTO, 2005).

The Lumbini province is rich in historical, cultural, and natural heritage. Historical places like Butwal, Tansen, Koilabas, Ridi, and Nepalganj are there. Deukhuri area where the evidence of primitive human habitation was found, Dobhan area where the remains of prehistoric human Ramapithecus were found, Balkot area where the Muslims with mountain originality lives, Dang-Bardia area, the original site of the Tharus. Originality of the Indigeneous Magars are there and their socio-cultural heritage are found in Palpa, Rolpa and Rukum districts. Forts like Jitgarhi, Nuwakotgarhi, Mathagarhi, old palaces, and forts in the hilly areas are important places for those who want to study history (Giri, 2021). It will be easy to promote the tourism of Lumbini if these properties can be exposed in the tourism market.

2. Natural Diversity

The Lumbini province is rich in nature. In this province, which extended from the Himalayas to the plain Indian border, there are various glimmering mountains and flat grassy plains, where we can watch different types of wild animals. The forests and attractive natural landscapes spread over half of the territory of the province can attract tourists. The grassy plains of the Terai are suitable for jungle safaris, while

every hill can be used as a hill station. Banke and Bardia's tigers, elephants, Krishnasar (Black Buck), Gangetic Dolphins, crocodiles, and other animals, rivers, and waterfalls can promote tourism.

3. Buddhist sites

This province is named after Lumbini, the birthplace of Shakyamuni Buddha. This is very important for the tourism branding of the province. The Four major Buddhist sites of Nepal identified by the Second World Buddhist Conference are located in this province. It is estimated that there are more than 200 Buddhist archaeological sites in Kapilvastu, Rupandehi, and Nawalparasi (west) included in the Greater Lumbini area. All the Buddhist places here are centers of faith for Buddhist pilgrims and Buddhist tourists from all over the world (Rai, 2006). Lumbini is being developed as a world peace city. Maya Devi Temple is being excavated, reconstructed, and beautified. The sacred complex of Lumbini has now become the main Buddhist spiritual center. Apart from these, Buddhist monasteries and temples built by various countries and Buddhist communities are becoming an attraction for Buddhist pilgrimage and tourists (Bindari, 2021). Tilaurakot, Kudan, Gotihwa, Niglihwa, Sisahnia, Rupandehi's Sainamaina, Butwal and Devdah, Nawalparasi's Panditpur, Ramgram, Anoma Ghat, Kakarpatta, Buddhamangal, Buddhist monasteries and Chaityas of Tansen can attract tourists. Balapur of Banke, near Kamdi, is another historical site of the ancient Buddhist period. The development and promotion of all these Buddhist places will help in the promotion of tourism in Lumbini province as a whole.

4. World Heritage List

Lumbini and its surrounding areas are places of Buddhist heritage. The culture and tradition of the Lumbini region itself are important assets. These properties have a lot of potential for tourism. Lumbini is the only ancient Buddhist site outside the valley, listed as a World Heritage Site. Being on the heritage list is good marketing in itself. The inclusion of heritage sites in the UNESCO World Heritage Sites list can have a significant and strong positive impact on the number of international tourist arrivals (van der Aa, 2005; Su & Lin 2014). A World Heritage designation can enhance the identity and image of a tourist destination (Smith, 2002; Jimura, 2007). Both identity and image are important elements of tourism and destination marketing (Hall and Piggin, 2003; Timothy, 2011). As Lumbini is a world heritage site, it is easy to promote tourism. Recently, the process of inclusion of Ramgram and Tilaurakot in the heritage list has started (Coningham *et. al.* 2019). Greater Lumbini holds great tourism potential to attract thousands of tourists from around the world (Rai, 2018). Tourists who come to see the Buddhist heritage listed in the heritage list will be willing to visit other heritage sites nearby, so it will help to increase the number of tourists and stay in other heritage areas as well.

5. National Parks

Banke and Bardia National Parks as well as some parts of Dhorpatan Hunting Reserve are included in Lumbini Province. Bardia National Park is the largest national park in Nepal's Terai. 56 species of wild mammals including Tiger, panther, one-horned rhinoceros, leopard, donkey, cheetah, chital, laguna, rhinoceros, and wild elephant are found in this park. Among the aquatic animals, crocodiles, alligators, salmon, and various types of fish are found here. So far 438 migratory birds have been recorded in this park. Banke National Park was established with the main objective of tiger conservation. There are 8 ecosystems, 124 plant species, 32 species of mammals, more than 300 species of birds, 58 species of fish, 22 reptiles, and 6 types of amphibians. 11 species of rare and endangered mammals and 50 species of internationally rare birds have been recorded in this area (NPWCD, 2021). Bardiya has become known in the world for the Royal Bengal tiger and wild elephants, while Banke is also slowly moving towards eco-tourism. Dhorpatan, Nepal's only hunting reserve, has become world-famous for its hunting tourism. If these protected areas can be properly managed and promoted, eco-tourism in the entire Lumbini province will be able to attract millions of tourists.

6. Diplomatic and high-level visits

Long after Buddha's Mahaparinirvana, Maurya Emperor Ashoka came to Lumbini following in Buddha's footsteps. He erected pillars in Gotihwa, Niglihwa, and Lumbini, the birthplaces of Krakuchhand, Kanakamuni, and Gautama Buddha, and also mentioned the place of birth of Shakyamuni Buddha in the pillar established in Lumbini. Chinese travelers Fahian and Huian Tsang, who traveled in the fifth and seventh centuries, described Lumbini in their travelogues. These were the initial attempts to introduce Lumbini to the world. In the 1920s, the famous Indian scholar Rahul Sanskritayan visited Lumbini many times and mentioned it in his articles and books. U Thant, the third Secretary General of the United Nations, visited Lumbini in 1967. After that, on his initiative, an international committee was formed for the development of Buddha's birthplace. Only after the formation of such an international committee with representatives of 15 different countries as members, Lumbini became well known around the world (Bhattarai, 2021). That visit proved to be a milestone in the planned development and promotion of Lumbini.

In the last 60 years, many heads of state, heads of government, ambassadors, and other dignitaries have visited Lumbini. Indian Prime Minister Narendra Modi recently visited Lumbini on the occasion of Buddha Purnima. Modi's visit to Lumbini has helped to attract the attention of media from all over the world and the number of Indian tourists visiting Lumbini has increased. After the popular Hollywood actor Leonardo DiCaprio visited Bardia National Park in 2010, the international community got to know about Bardia. If we encourage foreign dignitaries to visit the religious

and natural heritage sites of Lumbini Province and organize international meetings and conferences, information about Lumbini Province will quickly reach the world tourism market, and not only Lumbini Province but the entire tourism sector of Nepal will be able to benefit from this.

7. Government efforts

For a long time, Lumbini remained the only major tourist destination in Lumbini province. With the beginning of the Panchayat system in 1960, the development of Lumbini as a spiritual center has begun. The second national plan included programs to promote and develop Lumbini as a tourist destination. In the third plan, emphasis was placed on the excavation and research of Lumbini. In the fourth plan, the Lumbini master plan construction, expansion of tourist facilities as well as plans to extend the stay of tourists in Lumbini were put forward. After the end of the Panchayat system (1960-1990), a separate plan was launched for the development of Lumbini in the Eighth Plan. During this period, it was mentioned that Lumbini would be made a center for international Buddhist pilgrims. Tourism promotion was emphasized during this period. Since the ninth plan, it seems that in the periodical plans of the Nepal government, plans for the development of Lumbini, as well as the promotion of Lumbini nationally and internationally, have been brought and such works have been carried out, even if it is limited.

The religious and natural tourist places of Lumbini province were included in the tourist promotion of Nepal Visit Year 1998 and Tourism Year 2011. In recent times, the Nepal government has been doing tourism promotion works by including more than 2 dozen areas of this province as the latest tourist destinations. The Lumbini provincial government is conducting its policies and programs intending to make tourism the basis of the state's prosperity. With the slogan "Let's go to Lumbini, the birthplace of Buddha spread the message of peace", the state government announced the year 2020 to visit Lumbini and conducted programs. This program aimed to promote tourism in the entire province. The first periodic plan of the province has adopted the strategy of expansion of tourist infrastructure, development and promotion of new tourist areas, and expansion of tourist facilities to bring the tourists who came to Lumbini to other tourist places. Development of hill stations, protection of cultural sites, and protection and beautification of Taltalaiya are being done. The work of making interactive programs involving media workers and stakeholders, and preparing the province's tourism profile and visitor guide is also being done under the provincial government. It seems that with such activities, the recreation sector of Lumbini province will expand further in the future and get economic benefits.

8. Road network and transport

Transportation has become an integral part of the tourism industry; Transport connects tourists to various tourist spots. Where there are good transport facilities, there is a rapid expansion of tourism (*Martin, Juan Carlos, et al., 2016*). Similar to the image of the tourism sector in scattered heritage, transportation plays an important role in the tourism development of the region (*Petkova, Elena. (2015)*).

Tourism sites are scattered in the greater Lumbini area. When the transport network connects these areas, incomparable benefits will be obtained in the tourism development of this area. Now Devdah and Taulihwa are connected to Lumbini through the Buddha circuit. The road construction from Devdah to Panditpur via Parasi has reached its final stage. Hulaki (postal) road has connected most of the land from Susta to Rajapur. The main tourist points Bhairawa and Nepalganj are connected by road to many tourist destinations in Nepal. From Lumbini, the birthplace of Shakyamuni Buddha, all the Buddhist places can be reached within an hour. All the tourist sites in Lumbini province can be reached by public transport.

Until now, international tourists and foreign Buddhists who wanted to visit Lumbini had to travel long distances from Kathmandu or India via international flights. International flights have recently started from Gautam Buddha International Airport near Lumbini. An international airport has also been built in Pokhara, a major tourist destination in Nepal. Efforts are being made to start international flights from Nepalgunj Airport as well. After these airports come into operation, it will be easy for international tourists to come to Lumbini province. Nepalganj Airport is bringing many Indian tourists to Mansarovar, China. There is an airport in good condition in Dang and an airport in Gulmi has also been prepared. All these transport infrastructures can provide facilities to the tourists who want to come to Lumbini province. If the message that it is easy to travel to Lumbini province can be conveyed, tourists will come here, tourists who have gone to one place will easily reach another place and Lumbini province as a whole will be able to benefit from tourism.

9. Religious sites and spirituality

For centuries, spirituality has become the main basis of tourism. Famous religious places of Hindus in the Lumbini region are famous places like Satyavati, Ramdi, Ridi, Resunga, Swargadwari, Panini Tapobhoomi, Supa Deurali, Bageshwari, Dharapani, Siddha Ratneshwar Pith (*Yogi, 2021*). Devotees from Nepal and India have reached these places without any publicity. Devotees and religious tourists who have reached different places of the province due to their religious faith are still working as goodwill ambassadors for the promotion of tourism in Lumbini province. If such pilgrims are provided with more facilities and encouraged to spend more time, the tourism sector will be able to benefit greatly.

Lumbini Province is not only a good place for Hindu and Buddhist tourism but also for other culture-based tourism. Madarbaba in Nawalparasi on the border of Lumbini and Gandaki provinces, Khalifa Noor Ahmed Shah's Mazar in Banke's Narainapur Rural Municipality, Hazrat Baba Kammar Shah's Mazar in Duduwa Rural Municipality, and Musbetwa Baba's Mazar in Khajura Rural Municipality are the centers of faith for both Hindus and Muslims. Places, where two different religions worship and pray with equal devotion, are rarely found elsewhere. If these areas are to be promoted further, Lumbini will help bring millions of Hindus and Muslims to India.

10. Role of the private and other sectors

So far, the main role of the private sector has been behind all the tourism activities that have taken place in Lumbini province. Targeting tourism in the province, the private sector has already spent billions on the hotel business and other tourist facilities. Hotel, travel, and tour businessmen have been doing various programs at home and abroad to promote Lumbini. Organizing fairs, food festivals, and tour marts, organizing events abroad, encouraging peoples to visit Lumbini, and helping tourists to travel around is being done by the private sector. If the government can cooperate better with the private sector, it will be easier to promote tourism in Lumbini province.

Lumbini Development Trust (LDT) has been working to protect, develop and promote Lumbini. LDT, which was limited to Lumbini for a long time, has now increased its involvement in the development and promotion of Buddhist sites and other tourist areas in the greater Lumbini area. As Lumbini has become known in the world community, it seems that it will be easy to promote the tourism of Lumbini province as a whole through trust. Lumbini Buddhist University, established to promote Buddhist education and philosophy, is also conducting a bachelor's degree in tourism. This will produce manpower capable of doing tourism business and will help to promote tourism in Lumbini province (Kandel, 2022). Various municipalities of Lumbini province have implemented local curricula and have included tourism in that curriculum. Local governments are also including tourism development in their programs. Such activities will certainly contribute to the promotion of tourism in Lumbini province.

Conclusion

The Lumbini province is geographically, naturally, and culturally rich. This province can benefit from tourism by attracting all religious, spiritual, cultural, and eco-tourists. So far, tourism in the Lumbini region has been focused only on Lumbini surroundings. As a result, other areas of the province have not been able to benefit from tourism and Lumbini has also not been able to get the expected benefits due to the absence of tourists for a long time. For Lumbini province as a whole to benefit from tourism, the conditions must be prepared for tourists to reach, stay and receive services

at all places. Tourists do not reach tourist spots by themselves, they have to be guided. Tourism promotion is necessary to attract tourists. The bases that can promote tourism in Lumbini are its heritage, Buddhist and Hindu places and culture, environmental diversity, state interests, and available facilities. If these are organized, expanded, and marketed, then Lumbini province will be able to build the foundation of prosperity through tourism.

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ORGANIZATIONAL PERFORMANCE OF SELECTED NON-GOVERNMENTAL ORGANIZATIONS OPERATING IN NORTHERN UGANDA

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Abstract:

Organizational performance in non-governmental organizations has become a buzz word and crucial subject matter among different stakeholders, and especially among the donor fraternity. In this study, ten NGOs operating in northern Uganda were selected for study. Quantitative approach was heavily relied upon in the presentation of results, analysis and interpretation. Critical indicators of organizational performance included: coordination and control measures, innovation, employee productivity, accountability and learning. Results from the ten NGOs demonstrated that all these organizations performed well mainly on account of having strong monitoring and evaluation structures and control measures in place. This is contrary to the narrative in the problem statement which appeared to somehow contradictory, based on some secondary information and reliance on certain documentary information. The study concludes by emphasizing those effective and efficient organizations that yield positive results are those where the top leadership is poised and committed to the encouragement of creative and innovative ideas and measures to enhance performance. Use and improving on relevant social media platforms and internet services were found to be crucial in supporting performance enhancement; and that adequate resources should be available to enhance and sustain organizational performance. On the whole, it is noted that younger and smaller organizations in northern Uganda should learn from well-established organizations when it comes to distilling, using and appreciating best practices for consideration.

Key words: *organizational performance, control, innovation, productivity and accountability*

Introduction and Background:

Management theory believes that organizational performance is about how well the agency is progressing towards achieving its vision, mission and goals, and hence assessing that progress is a vital aspect of strategic management (Morra & Rist, 2009). Organization executives should know how well their organizations are performing in order to figure out the

strategic changes to take. Organizational performance which characterizes the presence of strong coordination and control system, innovation, employee productivity, accountability and learning among others tend to experience challenges emanating from monitoring and evaluation capacity (Moore, 2014). Most studies of organizational performance define performance as a dependent variable (Kamau, 2017).

Performance is a multidimensional process and concept, and an enormously vital measure that determines either organizational successes or failures. Performance refers to the attained outcomes of actions with skills of employees who perform in some situation (Prasetya & Kato, 2011). Organizational performance is evident with strong control systems that demonstrates effectiveness and usually reflects strong employee productivity and innovation (Ibid). In the context of this study, there are four vital elements or indicators of organizational performance delineated for study in respect to ten (10) non-governmental organizations operating in northern Uganda. These variables are: coordination and control, innovation, employee productivity, employee accountability and learning.

Coordination and Control Measures:

The management of any organization must develop a coordination and control system tailored to its organization's goals and resources (UNDP, 2009). Effective control systems share several common characteristics including applying controls where costs cannot exceed a certain amount (Prasetya & Kato, 2011). The critical points include all the areas of an organization's operations that directly affect the success of its key operations. Monitoring and evaluation provides a critical input data into the process of establishing strong control systems. It is recommended that NGOs must develop strong M&E system in order to achieve strong control in the management of their respective organizations (UNDP, 2009; James, 2003). Controls must function harmoniously within processes and should not bottleneck operations. Employee involvement in the design of controls may increase acceptance since this may enable effective checking and control of deadlines, time needed to complete the project, evaluate costs associated with the project and determining priority needs. Effective coordination and control measures answer questions such as: "How

much does it cost?” “What will it save?” or “What are the returns on investment?” All these questions may go unanswered without strong control measures in place, in terms of monitoring and evaluation system (Kangethe & Tatenda, 2014).

Innovation:

Innovation relates with processes or products; products and process innovations have influence on performance impacts. Innovation in an organization is usually championed by managers who provide practical support for new ideas and their application, for example, a manager may say that; “we are in it together”, an expression that may spur creativity and spirit of innovation (Paul, 1983). It is a fact that top management practices may actively enhance the spirit of creativity and innovation in an organization.

Employee Productivity:

Productivity is a measure or calculation associated with inputs and outputs (Busingye, 2010). Inputs include raw materials, machinery and labor; outputs are the goods or services produced. A productive employee outputs may be equivalent to his or her inputs. If the same number of workers start to produce more goods or services than in a prior period, perhaps as a result in change in working conditions, then productivity may be said to have increased. According to Busingye (2010), productivity directly affects an organization’s profit margin. Usually, productive employees accomplish more in a given amount of time. In turn, their efficiency saves their organization money in time and labor. When employees are unproductive, they take longer to complete projects, which cost employers more money due to the loss of time and other resources. Importantly, employees will not perform their jobs efficiently without proper resources, and so their productivity will suffer. Many employers use innovative technology and monitoring systems today to boost employee productivity (Khan, 2003). Having automated and electronic processes can free employees time so that they can maximize their efficiency with other tasks.

Accountability and Learning:

Accountability and learning entail provision of feedback, and effective management of key stakeholders in an organization. Designing structures or reporting relationships, and evaluating individual performance to ensure accountability and responsibility are vital in enhancing organizational performance. It is evident that Humanitarian and Development agencies exercise significant financial, technical and logistical power in their mission to save lives and reduce suffering. However, it is unfortunate to note that in many organizations disaster survivors have limited or no formal control in matters of accountability. Because of this, they often have little influence over emergency relief agencies, making it difficult for them as disaster survivors to hold these aid agencies to account for

resources made available for use. In 2003, the Humanitarian Accountability Partnership International (HAP-I) was launched to promote accountability to survivors and to acknowledge those agencies that comply with the HAP-I principles and standards of humanitarian accountability and quality management. By applying these principles and standards, an agency makes itself accountable to disaster survivors for the quality of its humanitarian work. For example, The RED Cross Code 9 states that: “*We hold ourselves accountable to both those we seek to assist and those from whom we accept resources*”. This consideration demands consistent and precise process and methods of taking into account beneficiary views at all critical points of service delivery. An effective M&E system of accountability is known to collect beneficiary information using baselines and periodic surveys.

Problem Statement:

In many of the NGOs operating in northern Uganda, it has been argued that, because of limited innovation and accountability to donors and beneficiaries; wanting financial performance due to limited control systems in place, the general organizational performances in these organizations have suffered (National NGO Forum Annual Report, 2015). Major donors have reported cases of low staff productivity as well as limited staff capacity to effectively execute tasks. In 2014, USAID and UKAID terminated activities of NUHITES (an NGO) which involved a project implemented by a consortium led by Plan International in Uganda based in Lira due to poor performance. USAID and UKAID cited weak monitoring systems, non-compliance to donor guidelines and regulation, wide spread misuse of project resources as a result of lack of control measures and accountability systems (USAID, 2015). It is against this background that this research activity is posited to address and reveal empirical results based on ten selected NGOs operating in the region so as to establish as to whether such assertions are true or false.

Purpose of the Study:

To assess and establish empirical results regarding the level of organizational performance of selected non-governmental organizations operating in northern Uganda.

Scope of the Study:

This study was conducted in northern Uganda with the main focus on ten selected NGOs operating in the region. The NGOs included: Transparency International, GOAL dynamic - Lira, Bantwana World Education, AYINET, World Vision, LASIO, CARITAS, Child Fund, Reproductive Health Uganda, and Children’s Chance International. The key variables for study included: coordination and control, innovation, employee productivity, and accountability and learning. The study focused on the period ranging from 2011-2018 in terms of benchmarking and production of empirical results. It is envisaged that this

study may help in providing additional insights and strengthening a lot more the performance of NGOs fraternity operating in the region as a whole.

Methods of Study:

The study was cross-sectional in orientation, designed to enable respondents and other stakeholders provide their views about the state of affairs regarding the variables under investigation. Both quantitative and qualitative research approaches were used to convey results. Primary and secondary data enriched the

results. Both the questionnaire and interview guide were used in data collection process. Both instruments were tested for reliability and validity, and found to be appropriate in assessing and producing attendant results. The results were analyzed and presented in form of tables and frequencies as deemed appropriate. Importantly, ethical considerations such as respect for anonymity and confidentiality of information; respect for privacy of respondents, observing the right to consent by respondents; and ensuring that no physical and psychological harm were caused to respondents.

Empirical Results:

Table 1: showing the response rate

Population category	Sample size	Responses	Response rate
World Vision	20	19	95%
GOAL dynamic	27	20	74%
CARITAS	24	17	71%
Reproductive Health Uganda	15	10	67%
Others	89	80	90%
Total	175	80	79.4%

Source: Field research, 2019.

Table 1 shows a response rate of 79.4% which was adequate enough for scientific investigation. Sekaran (2003) postulated that a good response rate should be at least 75% and above to warrant credible empirical research undertaking.

Table 2: Categorization of respondents according to department, title and age

Variable list	Category	Frequency	Percentage points (%)
Department of work	Works	10	6.8
	Health	12	8.2
	M&E	10	6.8
	Program	100	68.5
	Others	14	9.6
	Total	146	100
Job Title	Program Officers	87	59.6
	Technical Officers	15	10.3
	M & E Officers	12	8.2
	Data Officers	9	6.2
	Others	23	15.8
	Total	146	100
Age bracket	20-30	48	32.9
	31-40	84	57.5
	41-50	13	8.9
	Above 50 years	1	0.7
	Total	146	100%

Source: Field research, 2019.

Empirical Results based on selected indicators:

Table 3: showing varying percentages regarding organizational performance:

	Variable list	Disagree (%)	Not sure (%)	Agree (%)
	Organizational performance – overall			
1	Human resource capacity for M&E promotes and increases employee productivity in the organization	3.5	7.5	89
2	Strong M&E systems enhances accountability and learning in the organization	4.2	7.5	88.4
3	Routine program monitoring provides information that enhances decision making	4.8	8.2	87
4	Monitoring systems strengthen performance in the organization	5.5	9.6	84.9
5	Existence of M&E system for users increases innovations among employees	7.6	11.6	80.9
	Average	5.12	8.88	86.04
	Coordination, Control and Accountability			
1	Staff are held accountable for ensuring effective and efficient utilization of organizational resources	6.2	8.2	85.7
2	Strong and effective internal control systems exist in the organization	8.3	8.9	82.9
3	Staff receive communication circulars from top management regarding systems and ways of working for the organization	7.5	10.3	82.2
	Average	7.3	9.1	83.6
	Innovation			
1	Staff members are free to generate new ideas and execute innovations	6.2	15.1	78.8
2	Creativity and innovation are considered important in the organization	6.9	15.8	77.4
3	In the organization, projects, tasks and activities are completed within the time scope and budget requirements	6.8	17.1	76
4	Innovative staff are rewarded for their creative thinking in the organization	18.5	36.3	45.2
	Average	9.6	21.1	69.4
	Employee productivity			
1	Staff and the organization collaborate to support each other to accomplish tasks in a timely manner	4.1	13	82.9
2	Staff are to complete their task in time without wasting time	7.5	14.4	78
3	There is high level of effectiveness and efficiency among staff members of the organization	8.9	13.7	77.4
4	Staff members report on time and are punctual to all appointments and deadlines given to execute tasks	16.5	15.1	68.5
5	Social media and internet services are accessible during work time and is regulated by the organization	17.1	19.9	63
	Average	10.8	15.2	74
	Grand Average	8.2	13.6	78.3

Source: Field research, 2019.

From the results emanating from table 3, it is evident that the participants demonstrated high levels of agreement on the issues raised regarding organizational performance. For example, the general organizational performances of the organizations under study - based on elements such as: human capacity for M&E to enhance productivity; strong M&E systems to enhance accountability and learning; routine program monitoring to provided needed information for work; having appropriate monitoring system to strengthen performances; and the existence of M&E system for users to enhance innovations among employees all of which indicated strong and positive correlations where the average stands at 86.04%; and only 5.12% disagreeing with the level of organizational performances.

In view of coordination, control and accountability, a very high and positive opinion is demonstrated in terms of holding staff accountable for effective and efficient utilization of organizational resources which stood at 85.7%; existence of strong and effective internal control system stood at 82.9%, and staff receiving communication circulars from top management regarding systems and ways of working at 82.2%. These viewpoints suggest that resource utilization, internal controls and communication are very essential in ensuring organizational performance.

Innovation at both organizational and individual level stood at the average of 69.4% which captured elements of freedom of staff to generate new and innovative ideas (78.8%); the level of creativity and innovation in

those organizations stood at 77.4%; and timely completion of project tasks and activities stood at 76.0%;. The statistics suggest that the staff members in the organizations are encouraged to be creative and innovative. However, the level to which they are rewarded for their creative thinking stood at 45.2% which calls for remedies. To this extent, this implies that whenever staff members are not rewarded for their unique and creative thinking, their organizational performance diminishes.

Employee productivity stood at the average of 74.0%. This was due to the adequate collaboration and support for each other to accomplish tasks in a timely manner (82.9%); timely completion of tasks stood at 78.0%,

and the level of effectiveness and efficiency standing at 77.4%. The statistics imply that employees offer the required support for each other to ensure maximum performance for the good of the organization. However, this joint effort for the common good is limited to a moderate level as demonstrated by the percentage point of 68.5% regarding staff members reporting in time and are punctual in executing tasks; the use of social media, internet connectivity and services is standing at the moderate level of 63.0%.

However, on average the ten organizations demonstrated high levels of organization performance as witnessed from the variables under study.

Table 4: Mean Organizational Performance

Name of Organization	Mean	Std. Deviation
GOAL Dynamic	4.2663	.39647
World Vision	3.9664	.33206
Others	3.9109	.58892
CARITAS	3.9059	.48972
Reproductive Health Uganda	3.8088	.42472
Total	3.9592	.52640

Source: Field research, 2019

In table 4, it is evident that all the ten NGOs under study demonstrated high levels of organizational performance. However, GOAL Dynamic appeared to have had the highest level of organizational performance (mean = 4.2663), followed by World Vision (mean =3.9664); CARITAS at the mean value of 3.9059; while Reproductive health Uganda appeared the least (mean =3.8088).

Table 5: Comparison of performance indicators

Name of organization	Organizational performance	Coordination, Control, Accountability	Innovation	Employee productivity
World Vision	4.1579	4.2895	3.7763	3.6421
GOAL Dynamic	4.4900	4.4875	3.8375	4.2500
CARITAS	4.2118	3.9412	3.6471	3.8235
Reproductive Health in Uganda	4.0000	3.8750	3.5000	3.8600
Other organizations	4.0550	4.0125	3.8063	3.7700
Total	4.1425	4.0959	3.7671	3.8315

Source: Field research, 2019.

A comparison of organizational performance indicators among the NGOs indicated in table 5 show the selected NGOs having high organizational performance functions in general (mean = 4.1425; with the least demonstrated in innovativeness of employees (mean=3.7671). This implies that these NGOs have good organizational structures which might be a

reflection of Western origin of good practice. GOAL Dynamic demonstrated the highest level of coordination, control and accountability; highest level of innovation and highest level of employee productivity. This suggests that GOAL Dynamic aligns her organizational structure to processes and functionality in operation.

Discussion of Key Results:

The study established high organizational performance among the selected NGOs operating in northern Uganda as opposed to the narratives embedded in the problem statement. Perhaps these organizations may be used as cases for best practices by others not reflected in this study. It should be emphasized that the high level of organizational performance is a product of two major key functional variables: organization itself; and effective and efficient coordination, control and accountability.

There is a close connection between the study and the findings by Prasetya & Kato (2011) on organizational performance and control measures organizations put in place. It came to be clearer that strong organizational control system demonstrated is linked to organizational effectiveness in management; and this usually leads to enhanced employee productivity, and high innovation spirit among employees. High level of control mechanisms in place translates into staff members becoming accountable for their individual actions to the organization and project beneficiaries. To this extent effective control measures usher in sound management of organizational resources received to implement program or project activities.

Effective and efficient coordination, sound control measures put in place by organizations, effective accountability of resources to both the donors and beneficiaries; and sound policy framework to support creativity and innovation among staff members are all crucial elements in enhancing and ensuring heightened organizational performance in general terms. Successful NGOs are particular about these elements being given appropriate attention and time in the management of organizational activities (UNDP, 2009; UNDP; 2001; & Njiiri, 2015). To this extent, it is vital for organizations to invest adequate resources in these elements mentioned if befitting results are to be witnessed and sustained overtime.

Conclusion:

The level of organizational performance among the ten NGOs in northern Uganda have been found to high in comparative terms as based on the study variables identified, and results reported on each of them. These organizations afforded to equip their staff members with the requisite human resource capacity tools for operation to ensure that there is effective coordination, control, and accountability practices demonstrated. Importantly, despite some shortcomings witnessed in terms of results in certain areas of the study, by and large, the investigation proved that these organizations possess good practices in the areas of coordination of work, control over resources and sound accountability practices; high level of creativity, innovation, and management of employee productivity to deliver intended goods, works and services across the board.

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SOCIAL URBANISM IN CAMBODIA

Professor Dr Hue Chenda*

The complete version of this summarised article is available at:
<http://stclements.edu/grad/gradhue.pdf>

This is a summary from the paper written for the St Clements University Doctor of Philosophy (Ph.D) degree program.

In Summary, Cambodia over the past 15 years has experienced sustained economic growth, the result of the flourishing of national and international investment and innovative economic development initiatives. The diversification of key sectors including agriculture, garment exports, tourism and, more recently, construction and real estate has brought about huge economic growth and offered new directions for development. Institutional arrangements and procedures, particularly the process of decentralization and de-concentration, have brought more political and administrative responsibilities. Urbanisation is a major force of economic and social transformation of society and hence of sustainability. As urban areas have become the hubs of cultural, economic, scientific, and social innovations. Urbanisation has a particular implication for sustainability in the Asian economies, except for China: the unplanned urban growth in a few clusters of an Asian developing economy has triggered an urban sprawl undermining the ability of the nation to achieve the significant targets set for sustainable development by the United Nations. Such urban sprawls have pushed urban planning to the background with massive increases in air pollution, congestion, water contamination and depletion of groundwater stocks along with losses of wildlife and habitat. This paper examines the case of Cambodia for understanding the main drivers of urbanisation.

Understanding the framework of Medellin

In 2012, the special issue of the Tourism Geographies Journal presented several papers under the topic “slum tourism”, “with a reflection on the state of art on this new area of tourism research” (Frenzel and Koens, 2012, p. 195); arguing that the phenomenon is not a marginal activity anymore but a global trend practiced in the five continents. Public space upgrade and community services such as schools and libraries designed by prestigious architects have enriched the atmosphere and to some extent the quality of life, in these impoverished areas. To the point that the barrios of Medellin are commonly visited not only by Colombians but also by international visitors (especially from Latin America) who want to see firsthand the projects and how the settlements and the city have changed. The municipality has called this initiative “social urbanism” and it is becoming a brand

of the city (Echeverry and Orsini, 2010; The Architectural Review, 2011; Brand, 2010).

Social urbanism is becoming a brand of Medellin. Initially it was associated with housing upgrading programmes that the municipality was undertaken in the informal settlements. Gradually these programmes became the integral urban projects (PUIs) which are also housing upgrading projects but several other elements were included: participation of the communities involved, social services, public space provision, and high standard urban facilities. The PUIs are now part of the policy regarding informal settlements and how to regenerate deprived areas in Medellin, with full urban and social integration. This policy is commonly known as “social urbanism” and has been “recognized internationally as one of the most successful experiences for urban regeneration” (Velasquez-Monsalve, 2012) and it is attracting interest from authorities and common people of Latin America and beyond. It seems that Medellin without noticing or anticipating has found a role for informal settlements in branding the city.

Understanding External Standards

In brief, according to the estimation of the United Nations, the world’s total population as of 2021 is reaching 7.9 billion. The proportion of the people living in urban areas in the world is estimated to be more than half of the total population of the world and this estimation is expected to increase to more than two-thirds of the total population. The urban population is the people living in “urban areas” defined in their own countries in the estimation. The definition of urban area varies from country to country. Therefore, this estimation is not based on the urban area according to internationally uniform criteria. Commonly, an urban area is featured by a certain degree of population cluster and is a place distinguished from farm land, grass land, forest and desert land. Urban areas may be called as cities or town but the term is not normally extended to rural settlements such as small villages or hamlets. Urban areas are created and further developed by the process of urbanization.

The designation of places as urban or rural is not just a matter of academic interest, but it is vital importance for various types of planning purposes in not only governments but also private enterprises. Location of industry, roads, highways and urban facilities are

needed to base on the accurate knowledge of the extent and expansion of urban areas.

It is also generally found that variables such as age, sex, marital status, school attendance, level of education, type of economic activity, kind of industry, kind of occupation, fertility, mortality, residential conditions including housing status, etc. are different between urban and rural areas. In planning for physical and social developments, the information described above is essential.

Based on the above background, NIS attempted the study on “Reclassification of Urban Areas in Cambodia” by help of UNFPA. The results were introduced to urban and rural presentations in the 2008 Population Census returns. In the 1998 Population Census the designation of places as urban or rural is based only on administrative criteria, which were unsatisfactory for planning for the needs of actual urban populations. The following areas were treated as urban:

- i. All province towns (which were whole “districts”)
- ii. Four districts of Phnom Penh municipality (the other districts were considered as rural)
- iii. The entire provinces of Sihanoukville, Kep and Pailin, which were called Krongs or municipalities.

Comparison of Degree of Urbanization with Neighboring Countries

Urbanization is the process of change from rural area to urban area in a country or a region. Commonly, it is measured by the rate of urbanization, or urbanization rate which is the proportion of urban population against total population of a country or a region. According to UN’s estimates as of 2009, the degree of urbanization in Cambodia is very low among the nations of the world. It is estimated as 19.8 percent against Philippines (48.7%), Thailand (33.6%), Lao PDR (32%), and Viet Nam (29.8%), the neighboring countries of Cambodia. This is lower than the degree in the least developed countries as well as in less developed region in the world.

Many frameworks have been developed for the measurement of urban areas, including the UN Habitat disaster measurement system, the Rockefeller Foundation's 100 Resilient Cities measurement framework, a New Zealand based method, the system produced by the Strategy Alliance and the method developed by the Global X Network (Ilmola, 2016). This author further indicates that there is no good or bad in these approaches; they were established for specific purposes, different objectives, principles, methods, and data. In this regard, this study employs the Rockefeller Foundation’s 100 Resilient Cities framework for the analysis of Phnom Penh city’s performance in building urban resilience. Because the available information best fits this framework; Phnom Penh was included in 100 Resilient Cities project.

Urban Green as a Goal

The municipal “Green City Strategic Plan for Phnom Penh” from 2018 provides a roadmap for Cambodian policymakers and local administrators for implementation of economic development, poverty alleviation, and social inclusion. Thereby, the “Green City Concept” serves as an umbrella term that covers various notions of sustainable urbanism addressing adaptation to climate change, climate resilient cities, and ecological city concepts pursuing, among others, resource efficiency, low carbon impact, and improvement of the environmental living quality for the next decades.

Climate change potentially impacts and threatens socio-economic development, people, livelihoods, health risk and ecosystem. To meet the need for integrated approaches to planning climate change interventions in coherence with a relevant sustainable development way towards poverty reduction Cambodia is taking measures to cope with frequent climate hazards and to reduce the country’s vulnerability to loss and damage not just in the current short term but in the medium to long term. The key priority actions respond to climate change impacts by integrating climate change measures into national policies, strategies, planning, and the implementation of climate change implications in national strategic development plan update, climate change action plan of Cambodia's climate change strategic plan implementation, sustainable development goals integration, national development sectoral policy, and synergized with Mekong adaptation strategy and action plan. Therefore, the implementation plan for climate change financing framework includes national adaptation plan under changing climate. This paper presents the current climate change activities implemented as an effort to integrate climate adaptation into sectoral policy, strategies, planning and budget planning. These have also prompted a process of responding to climate change issues to support sustainable development by strengthening technical and institutional capacity, and increasing knowledge and raising awareness.

Summary

In conclusion, governments achieve greatest success when they define their green growth objectives in terms of a ‘vision’ for a desired end-state, at the end of an ambitious and long-term pathway of transformative change. This is usually accompanied by more concrete short and medium term goals related to economic growth, poverty reduction, employment, emission abatement, industrial growth, and natural resource protection. In many cases ‘business-as-usual’ scenarios are used as a baseline against which these stories about the future can be told as examples of high level visions established by Cambodia. With proper planning, Project design must include proper risk mitigation and management strategies. Donor-funded projects have also to deal with those universal risks stemming from the difficult political economy conditions and insecure

property rights. Work with the NIS to develop an accurate and scientific framework for classification of urban and rural areas and to use this framework consistently to ensure the availability of consistent and systematic data on urbanization, demographic profile, socio-economic data, and gender and health related issues disaggregated by geographical and rural-urban areas for planning purposes. National, sub-national, and local governments should increase cooperation with each other and with relevant civil society organizations, UN agencies, and development partners to ensure the development and effective implementation of a more proper and inclusive urban planning and to increase investments and efforts for the development of urban poor communities.

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WOMEN'S FOOTBALL: BLOWING THE WHISTLE ON PATH-DEPENDENT META-IGNORANCE ABOUT CULTURE IN THE UNITED KINGDOM

Professor Dr Bruce R. Duncan*

Introduction

This paper has three objectives. The first is to explain the historically encultured role of meta-ignorant mindsets that banned women's football in Britain for fifty years. Using women's football as an allegory, the content shows the damaging influence of meta-ignorance where some traditionalists clung slavishly to the mantra "as it was in the beginning, so it must remain - do not think or act outside the traditionally wrapped box".

The writer argues that a pre-programmed mindset belongs exclusively to robots but not rational and knowledge-enriched thinkers who recognise the need to archive self-directing path dependencies that have passed their shelf life. Ignoring/being unaware of outdated culturally constructed norms and mores halts a society's need to progress. However, ...

... by interrupting the 'logic and energy' of a path's underlying self-reinforcing mechanisms, organisations can trigger and sustain a process whereby the path-dependent pattern is gradually undone.

Source: Fortwengel and Keller (2020)

Then secondly, the writer hopes that readers will understand how meta-ignorance overtly and covertly, authors fake news and purveys bigoted propaganda¹, as illustrated by the fifty-year ban on the right of women to play in FA matches.

Disinformation has burst onto the world stage as a significant factor in international politics. Although lies, deception, and perfidy are age-old phenomena, the digital age has facilitated the amplification and manipulation of false information to an unprecedented extent. Disinformation, broadly defined as false information intended to mislead, emanates from state and non-state actors and affects communities across the globe.

Georgetown University Law Scholars (2022)

Thirdly, bearing in mind the allegory, the writer connects the culturally created dots to the current prejudices that prevent accessible education for all that align with the inhibiting control of the appointed meta-

ignorant academic cabals that set and control accreditation boundaries. The allegory then extends to other contentious issues. For instance, the meta-ignorance supporting historic, culturally established understandings of religious and non-religious freedoms cries out for action – not obstinate reactions to a concreted mindset that seeks to "defend the indefensible". Accepting new knowledge about sexuality, marriage and divorce, understanding the roots of racism and slavery, and acknowledging gender dysphoria requires a changed mindset, not a stubborn, hysterical "over my dead body" reaction. Engaging in scientific control of the climate is imperative and adapting to online tertiary education demands a critical mindset. The writer hopes that an awareness of the slavish deference to the "as it was in the beginning" syndrome common to us all will not blind us to the need to understand that change is an endemic evolutionary survival and revolutionary discipline (Fein, 2015). We need to use our intelligence and learned knowledge to adapt to the need to adjust to cultural change.

However, in contrast to the repressive antediluvian mindset is Britain's reform of the 800 years old Double Jeopardy Law², where an archaic legal system had caused justice to stumble and was, after years of legal wrangling, changed.

... history is important only because the sequence of events determines current values. If the sequence does not affect the end result, there is little place for history; it is a "mere carrier - the deliverer of the inevitable.

Liebowitz and Margolis (n.d.)

The Status Quo

The meta-ignorance of an inhibiting path-dependent encultured approach to social changes still hobbles the development of antiquated sectors of British society. Crucially, however, societal stakeholders in a democratic society have a civil and legal responsibility to be part of the change progress that archives dated rules, emotive norms and mores that hinder progress (Della Porto, 2015).

Changing the Destructive Mindset

Regrettably, encultured norms sheathed in meta-ignorance resist evolutionary, knowledge-driven shifts to different values, customs, and practices. For

¹ See *Fake News A Roadmap*. The King's Centre for Strategic Communications (KCSC) Department of War Studies King's College London Strand, London, WC2R 2LS, United Kingdom www.kingscsc.co.uk - fake_news_book_final_full_version.pdf (stratcomcoe.org)

² See: <https://www.lawcom.gov.uk/project/double-jeopardy-and-prosecution-appeals/>

instance, the meta-ignorance of the change-resistant Luddites had added to the necessary Schumpeterian destabilisation and subsequent growth (Lee and Hicks, n.d.) of British society and economics during the Industrial Revolution (circa 1733 – 1913)³. So, to prevent similar stale mate conflicts, the knowledgeable self-awareness of path dependencies can minimise conflict and the irresponsible spread of fake news, outdated rules and uneconomical practices.

Identifying the Receptive Knowledge-Mindset

Ignorance is not bliss (it is dangerous and destructive). It is folly to remain ignorant. Fortunately, tolerance-imbued humility and understanding will help to stabilise any innovations challenging power-based stubbornness - “this is the way we will always do things here” mindset.

National sustainability benefits from the socioeconomic and legal values of a progressive, knowledge-focused, and innovatively driven society (Basiago,1999).

Consequently, dispelling meta-ignorance with knowledge-based information will provide a scientific and logical way to address some confusing “whys” and prejudices accompanying the inevitable evolving approach-avoidance⁴ march of 21st-Century cultural changes.

The writer advocates that intelligent people must challenge the absurd assumption that the encultured past must necessarily rule the present. After all, electric cars have superseded animal-empowered carts, and electric drilling machines have replaced the hand-boring tools used by our venerable, entrepreneurial ancestors. Consider, too, how programmed bots have replaced aspects of a business to perform specific customer service operations and can gain control over computers (malware), and banking has moved online.

Another example of meta-ignorance surfaced when a British broadcaster was among many critics who objected to the Emir of Qatar enrobing Lionel Messi with the Bisht⁵. The chorus of negativity was also levelled against the Football Association (FA) for breaking its rules about attire by allowing an Arab tradition to feature at the World Cup winners’ celebration. Thus, the unconscious bias of meta-ignorance of foreigners coloured the Bisht narrative that is:

... a dress for an official occasion and worn for celebrations. This was a celebration of Messi. The World Cup had the opportunity to showcase to the world our Arab and Muslim culture. This wasn’t about Qatar; it was a regional celebration.

Thawadi (2022)

³ Amongst economic and other factors, industrialisation led to the loss of the cottage industry and a massive demographic shift from the countryside to cities.

⁴ See: [Approach-Avoidance Conflict \(SOCIAL PSYCHOLOGY\) - iResearchNet](#)

⁵ An Arab dress that is worn for celebrations.

Alas, the lack of knowledge blunted an ignorant mindset that did not understand the cultural path dependency of another nation and, worryingly, imposed a western perspective on an Arab tradition.

So, with the above information in mind, the following sub-section offers a brief explanation of meta-ignorance and culture before referring to excerpts in the women’s football allegory.

Meta-ignorance and the Dunning-Kruger effect (Dunning, 2011: 247 – 296)

Meta-ignorance is evidence of the scope of people’s ignorance that is often invisible to them.

[That] arises because lack of expertise and knowledge often hides in the realm of the “unknown unknowns” or is disguised by erroneous beliefs and background knowledge that only appear to be sufficient to conclude a right [correct] answer.

Source: Dunning (2011)

For instance, UK history includes evidence of women not being allowed to author books, become doctors, attend parliament or vote. Ironically, Queen Victoria⁶ did not accept that women could become doctors and viewed the suffragette movement as “mad wicked folly” (Chernock 2019: 1).

Based on outdated traditions, meta-ignorant men and some women had decided on the place of women in British society. It took the concerted and determined efforts of the Suffragettes to obtain the franchise for women – in gradual stages. Meta-ignorance ultimately surrendered to knowledge.

So, by focusing on women’s football, the Football Association and society’s meta-ignorance initially banned women from playing football. Their ruling, based on a cultural tradition, saw men declare women as unfit/incapable of engaging in the rough and tumble of a physical sport⁷.

Understanding culture and meta-ignorance

Sheltering snugly under the Social Science umbrella, culture embodies a broad perspective that refers to people’s customs, values, beliefs, and practices. The concept incorporates family roles, societal and ceremonial rituals, communication patterns, emotional expression, social interactions, and learned innate behaviour. Culture includes social norms, rules, beliefs, and values transmitted across generations (Hill, McBride-Murry, and Anderson 2005: 23).

The writer also draws on Gay (2000: 8, cited in Esquivel, 2001), who summarises culture as “a dynamic system of social values, cognitive codes, behavioral standards, worldviews, and beliefs used to give order and meaning to our lives”.

⁶ Chernock states that the Queen’s views did not become public until after her death.

⁷ See sign-in for an illustrative free video at <https://www.channel4.com/programmes/when-football-banned-women/on-demand/66101-001>

However, juxtaposed is the debilitating masked meta-ignorance that acts as a bulwark to specific attributes of critically essential social change. So, the culturally created “this is the way we do things” negates rational thinking that could otherwise introduce an understanding based on recent knowledge of how things must now be done.

Culture

Now, to unwrap the three objectives, the content will provide information about six culture-specific structures as penned by Esquivel et al. (2021) and paraphrased from California State University.

1. While culture is a set of unseen rules, its influence appears in the actions and behaviour of the path-dependent group.
2. Culture is the set characteristic of groups, not individuals; it perpetuates a path-dependent inheritance.
3. Culture is learnt. No one is a culturally born “takeaway” production. Each person is born with a biological capacity to learn, and that knowledge depends upon the cultural practices – the rules, norms, and mores of the people who raised them.
4. Consequently, the actions and beliefs of members of a cultural group will vary, depending on how deeply embedded their experiences are within the core of their culture. Some people are encultured conformists; others are encultured nonconformists.
5. While each group has its unique core behavioural rules, some of the regulations of Culture A may be the same as those of Culture B. Cultural groups borrow and share practices – cross-cultural pollination is common in our globalised village.
6. Acculturation is often a natural process. People own culture but are unaware that a unique set of rules shapes their ideas and behaviour. However, those rules may be past their sell-by date, and the conditioned mind of an individual may not understand why change is necessary.

Source: McLeod (2021)

So, when women began to kick a football, a societal norm triggered objections – a Pavlovian⁸ reaction - showing evidence of the critics’ (primarily male) meta-ignorance that disrupted the right to women’s football - professionally.

Women’s Football (UK) – a synoptic allegory

Our bird’s eye swoop begins with Scotland, where women first enjoyed kicking the ball. Arguably, as readers will learn, the social context supports Freud’s

focus on sex as “a prime motivator and common denominator for all of us” (Beesley, 2018).

In the 18th century, football was linked to local marriage customs in the Highlands. Unmarried women played football games against married women, and males seeking brides would attend matches to select talented players as possible partners from among the available participants (Simkin, 2020).

Later, in the 19th century, in 1872, C.W. Alcock, the FA Secretary, arranged the pioneer international football game on 30 November. An English-born squad played in Glasgow, and in 1873, the Scottish Football Association (SFA) became the custodians of formal and competitive football north of Hadrian’s Wall.

The SFA kicked off the game with eight clubs, and Queen’s Park dominated the game until 1875. Players from Scotland started to play for clubs in the newly founded English Football League. The SFA responded by not selecting players for the Scotland international side if they migrated to the English teams, but this rule did not stop players from going south. Was this a path dependency wrapped in nationalism? Nevertheless, the first women’s international football match between Scotland and England occurred in 1881 at the First Hibernian Park in Edinburgh. Played under FA rules, the Scotswomen beat England in a 3-0 victory (SFA, 2023).

The ages-long cry of many for Scottish independence continued to rattle cages in the aftermath of the eventual undemocratically initiated unification of Scotland and England on 1 May 1707. However, this formal, legal lock did nothing to address the path-dependent mores, norms and rules that had become part of the two countries’ social fabric, which remain poles apart in many aspects.

In 1885, Football League and public schools dominated football in England, and there is no evidence that women played football. Rival factions often engaged in violence. However, the passing of time has not addressed the culture of violence, and that path dependence continues.

Russell (1997) notes that the social class attending football League Matches were mainly the skilled working and lower-middle classes. Consequently, the Football League set the admission price at 6d⁹ to exclude people below the lower-middle social classes - they were the rowdier elements of society.

Nonetheless, to control football match excesses, some clubs advocated that women accompanied by men would prevent unruly behaviour. Preston North End allowed women free entry to all games – over 2,000 women attended the first. However, by the late 1890s, the swell of women fans was so great that the freebie (offered by other clubs) was also withdrawn.

⁸ See <https://pubmed.ncbi.nlm.nih.gov/16295771/> and <https://learning-theories.com/classical-conditioning-pavlov.html>

⁹ The influence of Roman culture from 43 CE to CE 410. The denarius was an old Roman coin, and the abbreviation “d” eventually became associated with the old British penny.

However, from 1921 – 1970, the FA banned women from playing in their league. The powers that were had declared that the game was unsuitable for women. Arguably, the popularity of women's football and the fact that they drew finance away from the FA's male teams probably underwrote the decision to reserve FA football for men only.

With the knowledge of 21st-century hindsight, the fledgling FA and SFA had constructed a sporting embryo born from the cultural DNA bank of the time. Ironically the creators have unknowingly left evidence of the harm that meta-ignorance played in red-carding women for fifty years from what is now a top sport in the international world of football.

Crucially, unchecked meta-ignorance has no place in a developing democratic society. The record shows that, despite the bullying resistance of British elites, the citizens' persistent refusal to bow down to the unreasonable and illogical logic of power groups has rewarded Britain and the world with the sporting excellence of the UK's Lionesses!

People's Power must now consider the remaining obstructions (noted in this essay); stand up to meta-ignorance and allow Britain and the British people to stand tall. Evolution often works hand in hand with the revolutionary input of patriots (c.f. the courageous Suffragettes).

Women's Football – an FA Timeline¹⁰ (edited)

1895: The first women's football match. North beat South 7-1.

1920: The first women's international game. Preston-based Dick Kerr's Ladies beat a French XI 2-0. Attendance: 25,000.

1920: The biggest crowd to date for a women's game. On Boxing Day, 53,000 watched Dick Kerr's Ladies beat St Helen's Ladies 4-0.

1921: The FA bans women from playing on Football League grounds. "...the game of football is quite unsuitable for females and ought not to be encouraged".

1969: The Women's Football Association (WFA) is formed with 44 member clubs.

1971: The FA Council lifts the ban which forbade women from playing on the grounds of affiliated clubs.

1971: In the first Women's FA Cup Final, Southampton beat Stewarton and Thistle 4-1.

1972: The first official women's international in Britain played at Greenock. England beat Scotland 3-2.

1983: The FA invites the WFA to affiliate on the same basis as County Football Associations.

1984: England reached the final of the inaugural European Competition for women's football, after

beating Denmark by 3-1 on aggregate in the semi-finals.

They went on to face Sweden in the final, losing the first leg by 1-0 after a header from Pia Sundhage, but won the return leg by the same margin thanks to a goal from Linda Curl.

The Lionesses lost the subsequent penalty shootout by 4-3. Theresa Wiseman saved Helen Johansson's penalty, but both Curl and Lorraine Hanson had their spot kicks saved by Elisabeth Leidinge.

1991: The WFA launches a national league, which kicks off with 24 clubs.

1993: The FA establishes a Women's Football Committee and the Women's Football Co-ordinator post.

1993: The WFA National Cup competition is brought under the control of the FA and becomes the Women's FA Challenge Cup. 137 teams enter.

1994: The FA takes on the administration of the Women's National League and League Cup competition. The league becomes The FA Women's Premier League (FAWPL).

1997: The FA outlines its plans to develop the women's game from the grassroots to the elite level.

1998: The first 20 Centres of Excellence for girls are established. Sponsors are gained for both the League and Cup competitions.

1998: Hope Powell is appointed as the first full-time coach for the England women's international sides.

1999: The USA hosts the FIFA Women's World Cup. The game played to over 90,000 at the final match.

2002: The FA announces that football has become the top participation sport for girls and women in England – three years ahead of schedule.

2005: The 2005 UEFA Women's Championship is played in England. The opening match attracts an unprecedented 29,092 spectators, with a further 2.9 million people watching live on BBC Two, while the tournament entertains 115,816 fans in 15 games. England goes out in the group stages.

2006: After a 12-year gap, England qualifies for the FIFA Women's World Cup, to be played in China.

2007: Arsenal becomes the first British side to win Europe's top club prize, the UEFA Women's Cup.

England U19s secure their place at the U20s FIFA Women's World Cup in Chile.

England's senior team travelled to China for the FIFA Women's World Cup and reached the quarter-finals, losing to the USA.

2008: Everton caused a massive surprise as they beat Arsenal 1-0 in the FA Premier League Cup Final, the Gunners' first defeat in more than 50 games.

¹⁰ See: FA History <https://www.thefa.com/womens-girls-football/history>

However, Arsenal will secure their fifth straight Premier League and complete the double, winning The FA Women's Cup, in front of a record 24,582 crowd at Nottingham Forest FC.

England U17s compete in the first FIFA Women's U17s World Cup, held in New Zealand. They reach the semi-finals, losing out narrowly to North Korea.

England U20s compete in the U20s FIFA Women's U20s World Cup in Chile and reach the quarter-finals, losing out to the USA.

England's Senior team qualified for the UEFA Euro 2009 finals, to be played in Finland in 2009.

2009: Arsenal achieves triple success, winning the FA Women's Premier League Cup Final 5-0 against Doncaster Rovers Belles, the Women's FA Cup, edging Sunderland 2-1 before a crowd of 23,291 at Pride Park and their sixth successive Premier League crown.

England's senior team win the Cyprus Cup, beating Canada in the final to win their first international trophy.

The England senior team reached the UEFA Championship Final for the first time in 25 years, losing to Germany in Finland, while the U19s won their UEFA Championship in Belarus.

2010: Arsenal were Premier League champions again, Leeds Carnegie won the Premier League Cup, and Everton won the Women's FA Cup.

England's U19s under Mo Marley reached the UEFA Championship Final again, losing narrowly to France in Macedonia.

It was announced that the new 'Women's Super League' would start in the following spring.

2011: The FA Women's Super League (FA WSL), an innovative eight-team summer competition, was launched in April. Arsenal beat Chelsea 1-0 in the inaugural match at Tooting and went on to lift the title. They also won the WSL Cup, the 'Continental Cup', to add to their Women's FA Cup success.

The England Women's team reached the quarter-final stage of the FIFA World Cup in Germany before going out to France on penalties.

2012: The popularity of women's football in England was escalated by the success of Team GB Women, who reached the quarter-finals of the London Olympics.

Arsenal retained their FA WSL title, Birmingham won The FA Women's Cup for the first time, and the England senior team qualified unbeaten for Euro 2013.

It was announced in March that England would stage the 2013-14 UEFA European Women's U17 Championship Finals.

2013: England won the Cyprus Cup for the second time but failed to reach the group stage at the European Championship Finals.

After 15 years and 162 matches as England's head coach, Hope Powell left her role. Bristol Academy manager Mark Sampson was appointed as the new England boss, with former Three Lions striker Marianne Spacey as an assistant.

The FA celebrated 150 years of running football and marked 20 years supporting the women's game.

Liverpool won The FA WSL title, and Arsenal lifted The Women's FA Cup.

The FA, Sport England, The Premier League and The Football League Trust launched their first joint national participation programme for girls' football.

2014: England Women played their first match at the new Wembley Stadium, attracting a record crowd of 45,619 for their game against Germany.

Fara Williams set a new England appearance record when she helped the Lionesses defeat Sweden 4-0 in Hartlepool on her record-breaking 130th cap.

Arsenal won the Women's FA Cup again, and Liverpool retained their FA WSL title on goal difference on an exciting final day of the season.

2015: England won bronze at the FIFA Women's World Cup in Canada and inspired an army of Young Lionesses to take up the game.

SSE was announced as the new sponsor of the re-named Women's FA Cup, and the final game was played at Wembley Stadium for the first time.

A record crowd of 30,710 watched Chelsea edge Notts County 1-0.

The Blues went on to win FA WSL 1 and clinched a historic double.

2016: England captain Steph Houghton and most-capped player Fara Williams were awarded MBEs in the New Year's Honours List.

Baroness Sue Campbell was announced as the new Head of Women's Football.

2017: England reached the semi-finals of UEFA Euro 2017.

2018: Phil Neville was appointed England Women's head coach in January.

2019: England won the She Believes Cup for the first time before finishing fourth at the FIFA Women's World Cup in France, with their semi-final defeat by the USA attracting a record 11.7m viewers on BBC One.

As England is the nominated country for Great Britain, a Team GB women's football team qualified to participate in the 2020 Tokyo Olympic Games.

Another record was established in the Women's FA Cup Final, with 43,264 fans watching Manchester City defeat West Ham 3-0 under the arch.

In March, Barclays Bank was announced as the title partner of The FA WSL, in what is believed to be the biggest-ever investment in UK women's sport by a brand.

The Lionesses rounded off another hectic year by attracting 77,786 fans to Wembley Stadium for a 2-1 defeat by Germany on 9 November. It was a record crowd for an England Women's match.

2020: The FA's three-year 'Gameplan for Growth' strategy for the women's game comes to an end, with impressive numbers revealing over 3.4m women and girls involved in football participation, an increasing fanbase for both the WSL clubs and England team as well as higher numbers of qualified female coaches and officials.

There was also a new name to lead the England senior team, with Netherlands coach and former FIFA Best Female Coach winner Sarina Wiegman appointed Lionesses' head coach in September 2021.

2021: England Women's head coach Phil Neville leaves his role early to take on a job with Miami Heat in the USA, with Norwegian star Hege Riise taking over as coach until Wiegman's arrival later in the year. She wins her first game in charge, and the first for almost a year, with a 6-1 victory over Northern Ireland.

With no small sense of regret, we can only surmise how different the situation would have been if encultured mega-ignorance had not blown the final whistle in 1921.

So, let us move forward to identify and address our meta-ignorance so that we can move society forwards – free from ignorance, fake news and superstition.

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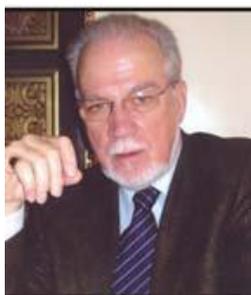
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SUICIDE IS BOTH A SIGNIFICANT PUBLIC HEALTH ISSUE AND THE BIGGEST CAUSE OF DEATH ACROSS THE GLOBE

Associate Professor Kursat Sahin Yildirimer*

Abstract

It should come as no surprise that suicide is both a significant public health issue and the biggest cause of death across the globe. Since this topic requires a great deal more work, it needs to be discussed, even though it is necessary to develop it in the literature (Stevens, 2006). According to the most recent data available, around one million people take their own lives each year, which equates to a suicide rate that is age-standardized and global that is 11.4 per 100,000 population (15.0 for men and 8.0 for women). (Brody, 1995) When viewed through the lens of time, the suicide rate increased by thirty percent across all age groups between the years 2000 and 2016. In addition, considering the prediction made by the WHO that the annual number of suicides will surpass the one million mark within the next 15 years, it is anticipated that the annual number of suicides will climb in the future. As therapists and researchers, it is our responsibility to make every attempt to recognize suicide behavior, intervene with it, and then ultimately prevent it. Primarily, our objective is to further our knowledge by developing an interdisciplinary understanding of the processes, variables, and facilitators that are associated with suicide. (Shain, 2007)

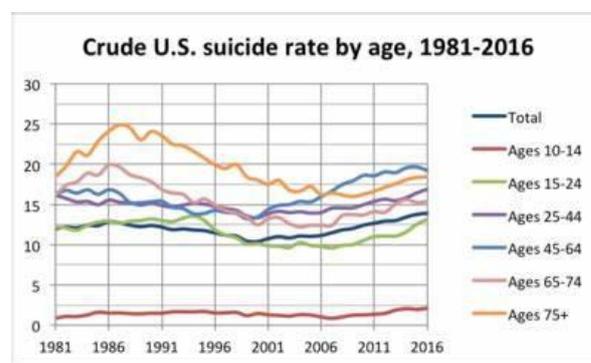
Keywords: *Suicide, Psychology of Suicide, Reasons for Suicide, Suicide in Psychology, Solutions to Suicide*

Introduction

There are a great many factors, both contributing and enabling, that go into the act of suicide, making it an overly complicated and varied occurrence. The combination of several elements, including neurobiology, personal or family history, stressful experiences, and sociocultural environment, might play a role in the decision to take one's own life. Considering that suicide thought, and behavior are among the most violent human actions, a distinct emphasis will be placed on uncovering the underlying psychological processes that may rise to suicidal ideation and conduct. Throughout the last century, we have acknowledged the significance of psychological elements (both individual and societal) to suicide and suicide risk. A variety of models have been presented, primarily highlighting the relationship between predisposing and accelerating variables. (Wasserman, Cheng, & Jiang, 2005)

Throughout the month before to their death, around 45% of persons who died because of suicide consulted a physician without disclosing their suicidal feelings

and thoughts. This statistic is based on the number of people who died by suicide. This conclusion draws attention to the fact that challenges in communication are the primary focus of our investigation into the phenomenon of suicidal conduct. As part of the Israel MSSA (Medically Serious Suicide Attempts) research, (Levi, et al., 2003) and his colleagues demonstrated that bad character, in conjunction with a number of other relevant variables, might make suicide conduct easier to carry out and more deadly.



Suicide in the United States: CC BY-SA¹

There has been a lot of research done on this subject that has altered other significant risk variables. According to Tavakoli et al., who studied the relationship between attentional control and suicidal behavior in a cohort of inpatient adolescents who exhibit acute suicidal behavior compared to healthy controls, the researchers found that suicidal behavior was more prevalent in those who had poor attentional control. (Majid, Mahgol, & Taher, 2008) We employed an auditory optimum paradigm that was given in a non-active manner. Recording event-related potentials, or ERPs, which are assumed to represent processes involved with attention, was used to quantify the degree to which these "to be ignored" auditory stimuli were processed by the brain. In their study, Thompson and Chen Ong measured attentional bias and inhibition in two different Stroop tasks. (Thompson, Alonzo, Hu, & Hasin, 2017) This allowed them to evaluate the connection between suicidal conduct and neurological and behavioral indicators. High-risk individuals showed shorter reaction times in the Stroop analysis (as in the word "suicide") and decreased accuracy in their discordant trials. On the other hand, quicker response times were seen in the emotional Stroop task (with reduced activity in the left anterior regions). The findings demonstrated beyond a reasonable doubt that individuals who attempted suicide had attentional

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control abnormalities, which are thought to relate to circumstances of frontal asymmetry. Another major research was conducted by Hadlaczky and colleagues, who looked at the correlation between avoidance and suicidal tendencies in teenagers recruited from thirty schools located across seven different nations in Europe. After accounting for avoidance, depression, anxiety, and stress, as well as gender, attempts at suicide were able to be predicted in both cross-sectional and prospective studies that lasted for four months. Surprisingly, avoidance behavior did not serve as a reliable indicator of suicide thoughts in this population. (Eliason, 2009)

Clarification is needed about how these modifications evolve because of the individual's history of suicide and over their lifetime. The results of a study suggest that people who attempt suicide have a greater lack of fear of harm and death than controls who do not engage in suicidal behavior. This disparity may help to explain why males are more likely to die by suicide than women.

Methods

Taking up issues and seeking answers to such challenges those who have attempted suicide often struggle to find answers to their issues or strategies to deal with the stress they are under, or both. Notwithstanding this, the findings of several researches have frequently pointed to a relationship between suicidal behavior and inadequacies in both coping and the ability to resolve interpersonal conflicts. Having said that, given that most studies conducted on this topic are cross-sectional in nature, it is impossible to ascertain in which direction this relationship leads. In addition, the presence of melancholy is the major component that explains these relationships. (Ganz, Braquehais, & Sher, 2010). The connection between agitation and suicidal inclinations has been the subject of a considerable number of researches. A state of being that may be described as either disinhibited or worriedly excited is often referred to as agitation. For instance, a chart review of seventy-six patients who were found to have committed suicide upon admission revealed that 79 percent of them had been feeling severe anxiety or agitation in the days preceding up to their death. This was discovered when the patients' medical records were analyzed. It is a held belief that one of the pathways via which physical illness, the treatment of bipolar disorder, and the use of certain psychiatric drugs could elevate the patient's risk of suicide is agitation. This belief is supported by several studies. (Ganz, Braquehais, & Sher, 2010)

There is a need for more attention to be paid to the influence that the Internet has on suicidal behavior because it may have both negative (such as discouraging help-seeking) and positive (such as providing support resources or signs) impacts on suicidal conduct. Consequently, there is a need for more attention to be paid to the influence that the Internet has on suicidal behavior. The findings of

several researches indicate that about twenty percent of young people believe that the internet or social networking sites influence their decisions on whether to participate in behaviors that might result in self-inflicted harm. In addition, psychological mechanisms such as contagion, imitation, suggestion, identification, social learning, and classificatory homophily or susceptibility might play a role in the establishment of suicide clusters. It is well-established that social isolation and a lack of social support are significant predictors of the risk of suicide, and contemporary models of suicidal behavior often include these factors as major components. It is essential, if there is a chance of suicide, to determine the degree to which a sensitive individual is socially isolated. The topics of adverse life events, childhood adversities, and the occurrence of adverse life events in childhood followed by the experience of suicidal behavior are subjects that are the focus of separate areas of research. Some examples of adverse life events include physical, sexual, and emotional abuse; domestic violence; and (S.M, 2010). The findings of this study demonstrated that there is a statistically significant dose-response connection between the number of adverse events and the likelihood of further suicide attempts being made by the patient. Abuse in childhood, whether it be sexual or physical, is a behavior that has an especially significant danger. (Skelton, 2003)

Findings

An independent effort is required to concentrate on the psychological components that serve as a barrier to suicidal conduct. It is necessary to have a deeper comprehension of the psychological aspects of technique choice. More study in the field of psychology is very necessary in lifetime volunteers from a variety of nations and ethnic groups. It is vital to conduct clinical investigations that are both sufficiently large and sufficiently robust. It is essential to conduct clinical trials of psychological treatments to cut down on suicidal thoughts, attempts, and deaths. The development of more novel short psychosocial therapies (using a variety of delivery modalities) to minimize suicidal thoughts, attempts, and suicide is associated with an increased risk of suicidal and self-harming suicidal behavior as well as suicidal clusters. It is essential to have a deeper comprehension of the obstacles that prevent people from asking for assistance. The incorporation of recent advances in psychological science into programs for suicide prevention and intervention, as well as the development of public health interventions to foster resilience, are both important endeavors for low-income and middle-income countries. It is also important that interventions be developed. (Stevens, 2006)

Nevertheless, this study has been replicated by several different research groups, and the investigations conducted to far have not identified any preset treatments. The findings of a meta-analysis of cognitive behavioral therapies for suicidal behavior

showed a statistically significant effect of cognitive behavioral therapy for reducing the rate of suicide attempts; however, the researchers demonstrate a publication bias in this regard, with smaller studies reporting more positive effect sizes and no published study findings showing negative effects for any intervention. Regarding the prevention of at-risk individuals from attempting suicide, the findings of the meta-analysis showed a statistically significant effect of cognitive behavioral therapy for reducing the rate. A professional intervention known as collaborative evaluation and treatment of suicide aims to strengthen the therapeutic relationship and lower the risk of suicidal conduct among patients. In terms of safety planning measures, which include the identification of warning signals, coping methods, and support services, the restriction of access to potentially fatal paths is also acceptable. There has been some encouraging research done on the effectiveness of mentalization-based treatment in preventing self-harm in teenagers. (Kleespies, et al., 2011)

The DSM-5 does not include suicide as a diagnosis; nonetheless, the presence of a mental condition, particularly a mood disorder, is the single most crucial factor in determining one's likelihood of attempting suicide. Around ninety percent of those who die by suicide have been diagnosed with at least one mental illness, with mood disorders being the most prevalent of these conditions (Fleischman, Bertolote, Belfer, & Beautrais, 2005). As a matter of fact, the correlation between major depressive illness and suicide is so strong that, as was mentioned in earlier chapters, suicidal ideation is one of the requirements for diagnosis of the disease (APA, 2013). (Hepp, Wittmann, Schnyder, & Michel, 2004)

When a person contemplates terminating their own life but does not make any concrete plans to do so, they are said to be having suicidal thoughts. Most studies do not make a distinction between risk variables that are associated with having suicidal thoughts and risk factors that are associated with attempting suicide. Having a high pain tolerance and a low fear of death are both risk factors for attempting suicide, as opposed to merely having suicidal thoughts.

Discussion

Mental diseases, substance addiction, psychiatric problems, cultural, family, and societal circumstances, genetics, and experiences of trauma or loss are some of the factors that impact the likelihood of someone committing suicide. Substance misuse and mental illness are often seen together. Additional risk factors include having already attempted suicide, being in possession of the means necessary to end one's life, having a family history of suicide, or being in possession of a traumatic brain injury. For instance, research has shown that families containing guns have a greater suicide risk than households that are weapon-free. It is possible that issues in one's social and economic environment, such as unemployment, poverty,

homelessness, and prejudice, might cause suicide thoughts. It is possible that civilizations with great social cohesiveness and strong moral opposition to suicide have lower rates of suicide overall. Between 15 and 40 percent of those who die by suicide leave a note. The prevalence of mental illnesses such as post-traumatic stress disorder (PTSD) and physical health problems that are directly connected to battle is one factor that contributes to the elevated suicide incidence among veterans of war. Genetics are responsible for somewhere between 38 and 55 percent of suicidal tendencies. It is also possible for there to be a cluster of suicides in a particular area. (Rozanov & Carli, 2012)

Those who have been hospitalized for suicidal conduct have an 8.6% chance of dying by suicide over their lives. In comparison, the lifetime risk of suicide among non-suicidal people hospitalized for mood disorders is much lower than in suicidal people.

It is 4%. Major depressive illness is thought to be present in around fifty percent of those who take their own lives; having this condition or any other mood disorder, such as bipolar disorder, raises the risk of suicide by a factor of twenty. (Suicide, 2017)

We acknowledge, for the sake of objectivity and fairness, that inpatient psychiatric treatment and the use of psychotropic medicines may be of assistance to a considerable number of suicidal individuals. The absence of suicidal-specific data, on the other hand, as was described before, is remarkable. To this aim, Jobes suggested that some modern clinicians may make assumptions about the effectiveness of inpatient treatment and drug use on the risk of suicide. Jobes' argument was since inpatient care and drug use are both often used. More crucially, such presumptions have the potential to have a considerable influence not only on the clinical condition of the patient but also on their whole life. Because of countertransference concerns or the fear of being sued if a patient takes their own life, a considerable number of physicians may find themselves not always acting in the best interest of their patients. This is a matter for great worry. On the other hand, concerns like these might result in behaviors that are excessively protective (for example, hospitalizing a patient with passive suicidal thoughts). Additionally, such practice habits may be formed by dreaming that remaining in the hospital for three to six days or treating mental problem with medicine is more beneficial than other treatments supported by research for suicide risk. (Pape & Review, 2003)

Hence, there may be a misperception that a "one-dimensional" treatment (that is, a brief hospitalization and medicine to treat the disease) would work for all suicidal people. Carol Dweck, a psychologist at Stanford University, proposed the idea of a psychological "mindset" in her work. This is another way to comprehend why some people may be so certain that these methods are successful. Dweck's empirical research has shown the presence of two

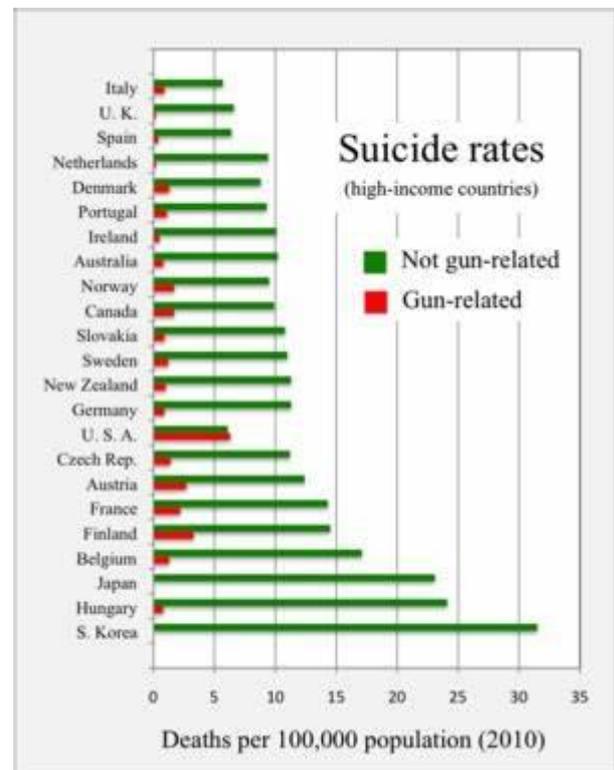
distinct mindsets, which she refers to as the "fixed" mentality and the "growth" mindset, respectively. Her study demonstrates how various mentalities are predictably associated to distinct results for one's personal and professional success, with a growth mindset being linked to outcomes that are much more adaptable and successful.

During the past two decades, clinical suicidology has seen several significant advancements, one of which may be the development and widespread application of various suicide-focused interventions. These interventions center on the preparation of stabilization plans in the event of potential acute suicidal crises. "Harmless Contracts" or "No Suicide" in sharp contrast to the persuasive and unpleasant usage of "contracts", several stabilization planning approaches for outpatient suicidal patients are intuitively more demanding and have proved helpful in clinical research trials. 48 Safety Plan, recognizing triggers, self-coping skills, distraction by others, supportive helps the patient through the steps to obtain assistance, acquire expert aid, and secure fatal roads. Many adopted the Safety Plan Intervention clinically early on as an intuitively preferable alternative for enforcing non-suicide contracts (despite the absence of factual justification for doing so) (despite the lack of empirical support for doing so). (Bertolote & Fleischmann, 2002)

Specifically, the death of a significant person would place survivors in a scenario where they are at an elevated risk for taking their own lives. Studies on those who have experienced bereavement have shown that the death rate is higher among surviving spouses. Individuals who have obvious dependence requirements will experience a heightened level of frustration in the aftermath of a loss since their security needs will have been disappointed concurrently. Necessarily, loss of a parent due to separation, divorce, sickness, or death in children or teenagers will function as a very high-risk factor for suicide. According to the findings of a research that looked at whether the death of a parent is a risk factor for suicide, patients who ended their own lives had much higher instances of maternal death than patients who did not end their own lives. In addition, it was discovered how old the patient was when he passed away, which was the age at which he had lost both of his parents. It is a statistically significant amount lower in the group that has attempted suicide compared to the group that has not attempted suicide. (Cerel, Jordan, & Duberstein, 2008)

An experience that brings up painful memories of a comparable occurrence from one's youth is associated with an elevated risk of taking one's own life. In addition to the actual loss of another significant person, threatening disappearances, loss of health, or even the loss of a national or cultural identification are believed to relate to an increased risk of suicide conduct. Family considerations it has been shown via empirical study that early and chronic life event stresses relate to suicide conduct, particularly when it occurs within the framework of a family. Many issues in the

relationships with members of the immediate family may come up in the time leading up to a suicide attempt. Insufficient levels of communication between parents and children have been demonstrated to be a potential contributory factor in a controlled research. In this research, the child and adolescent related to other characteristics such as family discord, a lack of family warmth, and damaged parent-child connections. On the other hand, psychopathology did not play a very major impact in people taking their own lives. (Kendall, 1983)



Suicide-scope: CC BY-SA²

There is a cluster of psychopathologies that are linked to suicidal behavior or attempts at suicide. These psychopathologies include aggression, drug addiction by parents or siblings, and antisocial personality disorder. It is not obvious if these family histories point to environmental pressures, a genetic propensity, or a mix of the two. The fact that a familial history of suicide as well as psychological variables were shown to enhance the probability of suicide is the most intriguing finding. Studies including families, twins, and adoption have all repeatedly shown that suicidal conduct tends to build in families. Attempts at suicide, particularly by mothers, were especially encouraged. Together with other characteristics such as fathers' drug use and family conflict, it is believed to be one of the biggest predictors of teenagers' attempts at suicide. If the observed family clustering is the result of the influence of common environmental variables or whether genetic factors play a role in the familial transmission of suicide. Furthermore, even after statistically controlling for the effect of parental

² Wikipedia

psychopathology, family history of suicidal behavior was still found to be a significant risk factor. This suggests that the effect of family history of suicide is independent of the familial clustering that occurs in some families. (Friedman, Hrouda, Holden, Noffsinger, & Resnick, 2005)

Result

It is believed that the combination of the aforementioned factors might accurately and usefully predict future suicidal behavior in those who have attempted suicide in the past. There are over forty different risk factors that, when combined, may result in suicide behavior. For instance, a person with an active disorder (such as a mood or substance use disorder), who experiences a stressful event that is typically caused by an underlying condition (such as loss, humiliation, trouble with the law or school, etc.), may experience acute mood swings that lead to suicidal ideation. These acute mood swings include feelings of anxiety, hopelessness, and anger. In this stage, an underlying feature (such as impulsivity, for example) or a lack of social support may enhance suicidal thoughts, which in turn may progress to an actual act of suicide. In conclusion, it is essential to have an integrated understanding of the many elements that put a person at risk for suicide. At the micro level, clinicians need to consider not just the interactions that take place between the person and their family, but also the interactions that take place between the individual and the larger environmental setting. Along with the individual's mental or pathological states and biological vulnerability, psychosocial risk factors, such as acute or chronic stressors, suicidal facilitators, and background factors involved in suicide, should be considered in a comprehensive context. This is because these factors can all play a role in the decision to take one's own life. (Lapierre, et al., 2011)

In the field of psychology, the word "affect" has broadened its use beyond its previous confines in psychoanalysis and clinical psychiatry, and now refers to all subjective feelings (Tomkins, 1962). Affect, which was imposed by a metaphor from chemistry, is now generally acknowledged as being either positive or negative in terms of valence; the first connotes pleasurable sensations, and the second - unfavorable ones. The phrases "discontent" and "distress" are sometimes used interchangeably with "negative affect," but the words "stress" and "suffering" are occasionally also used to signify bad affect in general. (Kairys & Johnson, 2002)

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