**PROBLEMS OF DEVELOPMENT POLICY-MAKING AND IMPLEMENTATION IN OBUDU LOCAL OVERNMENT AREA OF CROSS RIVER STATE**

**BY**

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**APPROVAL PAGE**

This research project titled: Problems of Development Policy-Making and Implementation in Obudu Local Government of Cross River State has been approved by the Public Administration Programme, Department of Business Management, Godfrey Okoye University, Enugu.

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I, Adado Dorathy udie, an undergraduate student of the Department of Business Management, Public Administration Programme with the Registration Number U14/MSS/PAD/035 here by certify that the work presented herein has not been submitted in part or full for any other Degree programme of this university or any other university.

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**DEDICATION**

This research work is dedicated to almighty God for his guidance and protections throughout these turbulent years of my academic pursuit and for the life, knowledge and understanding which made my research project a success.

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I express my profound gratitude to God Almighty for his guidance, protection and love throughout my stay in the university.

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***ABSTRACT***

*This study is aimed at identifying the problems of development-policy making in Obudu local government area of Cross River state. The theoretical framework adopted in this study is the planning theory propounded by Fainstein (2000). This research adopted the survey method given the nature of data. The population of the study consists of the staff of Obudu local government of Cross River state which is one hundred and eight seven (187) respondents. The sample technique adopted in the study is the simple random sampling technique. Data was analyzed using tables and frequencies to analyze the demographic characteristics of the respondents and Chi-Square (X2) was used to test the hypotheses. Findings of the study reveal that there are problems affecting development policy making and implementation in Obudu local government area of Cross River state namely; there is lack of platform for periodic interaction between political actors and citizens in the local council to ascertain the needs of the citizenry, Bureaucratic ineffectiveness and lack of development planning, second; development policy making and its implementation is of paramount importance in the Obudu local government area, third, there are significant ideas from the grassroots that could help the local government bureaucracy in Obudu to formulate policies for development. It is therefore the recommendation of this study that Obudu local government officials should engage rural development experts to assist them with problems of development-policy making. This will go a long way in facilitating growth and development in the area.*

**CHAPTER ONE**

**INTRODUCTION**

**1.1 Background to the Study**

Every local government desires growth and development. The elected officials and career administrators of any given local government in Nigeria crave to be credited with carrying out projects that is geared towards the development of the local government area within their jurisdiction. This has led them into engaging in projects, investments and policies to achieve optimum growth and development. However, no community or nation can achieve development without generating development oriented policies and backing them up with effective policy implementation or action.

Policy implementation as perceived by Adamolekun (1983) refers to the activities that are carried out in the light of executing policies. It is the act of converting inputs into outputs. Edwards (1980) further asserts that policy implementation is a stage of policy making between the establishment of a policy and the consequences of the policy for the people whom it affects. It also involves a wide variety of actions such as issuing and enforcing directives, disbursing funds, making loans, assigning and hiring personnel, to mention a few.

However, it has been observed that development policy implementation at the local/grassroot level is one of the major problems confronting local governments in Nigeria. The focus of this study will be on Obudu local government area of Cross River state, Nigeria.

Without proper and effective development policy making and implementation in any local government area, the attainment of development in such a local government jurisdiction remains a mirage. However, many local government administrators may have outstanding development policies but the problem is always one of effective implementation. Development policy implementation problem occurs when the desired and projected outcome is not achieved. Wherever and whenever the basic critical factors that are very crucial to implementing public policy are missing, there is bound to be implementation problem.

In the light of the foregoing, this study is aimed at identifying the problems of development-policy making in Obudu local government area of Cross River state.

**1.2 Statement of the Problem**

The importance of development policy making and implementation to achieve development in the local level cannot be overemphasized. However, it is empirically proven that most local governments in Nigeria face problems in the area of development policy making. Most of the major problems faced by them include; lack of visionary political leadership at the local level, ineffective local councils which is not interested in community needs assessment, lack of development culture, lack of executive capacity to undertake policy research in the local government’s Department of Planning, Research and Statistics, community apathy and citizens indifference to interest articulation and aggregation at the local level capable of raising issues into the institutional agenda of the local government (Onyinye, 2015). This state of affairs calls for an empirical study into the problems of development policy-making and implementation in Obudu local government area of Cross River State.

**1.3 Objectives of the Study**

The general objective of this research is to empirically identify the problems of development-policy making in the Obudu local government of Cross River state. Specifically, the study seeks:

1. To identify the specific problems affecting development policy making and implementation in Obudu local government area of Cross River state.
2. To evaluate from the standpoint of stakeholders and actors the importance of development policy making and its implementation in the Obudu local government area.
3. To empirically elicit ideas from the grassroots that could help the local government bureaucracy in Obudu to formulate policies for development.
4. To make recommendations based on our findings to help officials at the management levels develop policies for the development of the Obudu local government area.

**1.4 Scope of the Study**

The geographical scope of this study was restricted to Obudu local government area of Cross River state and the scope of the study was to identify the problems of development-policy making within that local format bureaucracy.

**1.5 Significance of the Study**

The significance of a research lies in its usefulness. This investigation will be of use to the government at both the state and local government levels. The study will provide a picture of the existing problems in development policy making and implementation for the development of Obudu local government area of Cross River State. The study has the potential to generate reforms in policy making and implementation for rural development in the other local government area in the state. Furthermore, this investigation will also be useful to researchers as this research will provide them with relevant empirical data and insights on policy making for rural and urban development. Finally, the findings of this research will add to the existing stock of knowledge in development public policy making and implementation for development at the grassroots level.

**1.6 Research Hypotheses**

The following hypotheses were generated to guide the study:

**Ho:** There are no problems affecting development policy making and implementation in Obudu local government area of Cross River state.

**H1:** There are problems affecting development policy making and implementation in Obudu local government area of Cross River state.

**Ho:** Development policy making and its implementation is not of paramount importance in the Obudu local government area.

**Hi:** Ho: Development policy making and its implementation is of paramount importance in the Obudu local government area.

**Ho:** There are no significant ideas from the grassroots that could help the local government bureaucracy in Obudu to formulate policies for development.

**Hi:** There are significant ideas from the grassroots that could help the local government bureaucracy in Obudu to formulate policies for development.

**1.7 Research Questions.**

The following research questions guided the study:

1. What are the problems affecting development policy making and implementation in Obudu local government area of Cross River state?
2. To what extent is development policy making and implementation important in the Obudu local government area.
3. What ideas from the grassroots could help the local government bureaucracy in Obudu to formulate policies for development?

**1.8 Methodology**

The descriptive survey research method was used to generate data for the study. Data collection instruments used in this study included structured questionnaire, interviews and personal observation. Data collected were presented in tables and percentages.

**1.9 Limitations of the Study**

There were constraints in the course of carrying out this study.

This study adopted Obudu local government area of Cross River state as the case study. This is an obvious challenge to the researcher given that the distance between cross river state and the researcher’s school of residence is enormous.

Secondly; money by nature is relatively scare, thusCarrying out a study of this nature requires enormous financial demands. This was really a challenge to the researcher. To overcome this, the researcher adopted a cost minimization strategy by engaging in optimal expenditures concerning the project and also soliciting for financial assistance from friends and family.

**CHAPTER TWO**

**LITERATURE REVIEW**

**2.1.1 Policy: A Conceptual Discourse**

Public policies are aimed at the whole population or at specific, targeted groups, and can be created by all levels of government. Policies can also be created by institutions such as school boards, hospitals, workplaces or community organizations. Public policies are made through a process involving citizens, government officials and elected officials who, ideally, work together to set an agenda for the common good.

The concept of public policy discourse today is saturated with the advocacy or criticism of various policies. It is common to hear of foreign policy, defense policy, economic policy, educational policy and policies in almost every area of government and private activity. We also hear of policy statements, enactment of policies, and declaration of policy intentions and the commitments of millions of naira to the implementation of certain policies. Our lives are in fact affected and influenced by policies made by the governments, communities, social organizations, churches, labour groups, educational, business and service organizations. The results of policies are also around us, such as provision of social services, the cost of fuel, the availability of agricultural loans, employment opportunities and the security of our jobs.

Policy may be developed and applied at many levels and may range from formal legislation and regulations to the informal rules by which organizations function. For example, according to Boyd (2000), government policy related to children, youth and health is developed at international, national, provincial, regional and community levels by individuals, elected officials, and public servants across a number of sectors, including health, education, social services, recreation, finance, justice, labour, transportation and environment.

According to Roberts and Edwards (2001), the concept of public policy formulation and implementation calls for a critical and in depth analysis of what public policy is all about. This is because the art of public policy analysis inherently involves policy formulation and implementation. Public policy is a subset or particular realm in politics, while its analysis is a subdivision of politics, a field affiliated to political science. Snyder (1996) asserts that the formulation and execution of public policy is one of the major areas of future growth in political science. By policy, we mean a “set of decisions taken by a political actor or group concerning the selection of goals and the method of attaining them, relating to a specified situation.

Public policy formulation is referred to as that part of the process by which proposed actions are articulated, debated, and drafted into the language for law or policy (The Policy Circle, 2013). Public policy implementation can be seen as the act of carrying out of basic policy decisions, usually incorporated in a statute, but which can also take the form of important executive orders or court decisions (Mazmanian and Sabatier, 1983).

Furthermore, public policy as Mabogunje (1981) says are those definite acts or actions of government geared towards the fulfillment of the obligation of government on the citizens, which are the maintenance of law and order, the provision of social and economic facilities needed for an enhanced standard of living of the people etc. Public policy is usually organized around activities and the strategies to be adopted for its implementation.

Akpan (1982) says that policy may take legal form of laws passed by the legislative decision of a government, cabinet or boards of directors of public corporations or private companies and even instructions issued by departmental heads of various organizations, authorities etc. It consists of patterns of action by government officials equally authoritative and legally binding and with legally coercive quality.

Policy implementation embraces issuing and enforcing of directives, disbursing of funds, hiring of personnel, negotiating with private citizens of the society. It is concerned with the putting of plans and decisions into action. It is a very vital phase of the policy process (Uwazuruike, 1991).

Implementation is the process of giving effect to policy so that the objectives of the policy can be achieved. Simply put, it is the stage, which involves the execution of the policy as articulated and adopted. It has to do with moving forward policy/programmes objectives by means of administrative and political steps (Anderson, 1999)

Policy implementation agencies are part of the government bureaucracy. Therefore, implementation of policy or programmes for economic development at the rural level will be by the ministry in charge of economic matters at the state level or by a relevant department at the local government. According to Dye (1972), there exists a complex relationship between policy formulation and implementation in any given organization. He asserted that for any policy to be duly implemented, it has to flow from an organizational organigram anchored on a bureaucratic framework. Hence, Policy implementation is a key factor in realizing the stated objectives of any organization, be it private or public. It is a critical and strategic stage in all efforts to achieve set targets of private organization or government institutions. However, Ugwu (2000) asserts that the efficient implementation of policies is largely dependent on the structure of the given organization. He further posits that most policies fail or succeed because of the corresponding settings of the authorities in the organization.

**2.1.2 Policy Implementation**

Public policy as Mabogunje (1981) noted are those definite acts or actions of government geared towards the fulfillment of the obligation of government on the citizens, which are the maintenance of law and order, the provision of social and economic facilities needed for an enhanced standard of living of the people etc. Public policy is usually organized around activities and the strategies to be adopted for its implementation. Akpan (1982) says that policy may take legal form of laws passed by the legislative decision of a government, cabinet or boards of directors of public corporations or private companies and even instructions issued by department authorities. It consists of patterns of action by government officials equally authoritative and legally binding and with legally coercive quality Anderson, (1979). Policy implementation embraces issuing and enforcing of directives, disbursing of funds, hiring of personnel, negotiating with private citizens of the society for its full realization.

It is concerned with putting plans and decisions into action. It is a very vital phase of policy process Uwazuruike, (1991). Implementation is the process of giving effect to policy so that the objectives of the policy can be achieved. Simply put, it is the stage, which involves the execution of the policy as articulated and adopted. It has to do with moving forward policies and programme objectives by means of administrative and political steps.

Policy implementation agencies are part of the government bureaucracy. Therefore, implementation of policy or programmes for economic development at the rural level will be by the ministry in charge of economic matters at state level or by relevant department at the local government level. So the relationships between the administrative organigram and policies and programme formulation and implementation are intractable and complex. There is a structured chain of command and unity of purpose in the hierarchy of the system, which must be respected in the implementation of the policies and programmes (Dye, 1972).

**2.1.3 The Policy Process**

**Problem/Issue Identification:** The process of policy change begins with identifying one or two key issues that the community wants to take action on. This requires isolating the problem and its causes. Understanding the problem and its causes often requires gathering information about the issue. It is also important at this point to identify individuals and groups who may be sympathetic to your issue and may be potential supporters. Not until the problem is properly understood and potential supporters identified, should you move on to the next step of identifying preferred solutions and developing an action plan (Voluntary Planning, 2001).

**Identify Preferred Solutions and Develop an Action Plan:** The next step after identifying the one or two key policy issues is to generate a solution(s) to them. This can be done by looking at how similar situations were dealt with elsewhere deciding on what information you need to deal with your particular key policy issues, figuring out who can help, soliciting ideas from the community, and thinking about the short and long term consequences of various solutions. Once a solution has been identified, decision on the best strategy is developed followed by a corresponding action. Selecting the best strategy and developing an action plan to carry out the strategy may be difficult. With help from other community organizations as well as universities, research centers, government agencies, other communities, and special interest groups you will be able to develop an action plan that outlines your objectives and the activities needed to implement your solution (Fred, 2008).

**Implementing The Action Plan:** Once you have decided upon an action plan you need to outline the steps that must be taken to carry out the strategies you have chosen. Some examples of potential actions include educating the public about your issue through the media; sending letters to appropriate authorities explaining the issue and requesting action; submitting a policy brief; presenting the issue at a public forum; and contacting your municipal, provincial, and federal government representatives. The timing of these actions may be critical and must be considered carefully to maximize their impact. Usually, keeping actions positive, constructive, and tactful will make it more likely that you can gain the support of the public as well as those who can change the policy (MacDonald, 1997). It is also important to be willing to listen and consider people’s objections or suggestions. By offering to cooperate with decision-makers, you open the door for a positive reception of your issue.

**Monitoring and Evaluation:** Policy change can be a long process. One should monitor and evaluate the progress one is making with the goal of identifying positive changes as well as areas that still need improvement. It is important to consider both the process itself as well as impacts and outcomes. When considering the process, one should ask oneself: what has been done, what worked, what did not work, and why? In terms of impacts and outcomes, one should assess whether there has been an increase in public and government awareness and support toward the issue, whether there have been any actual policy changes, and if so, whether implementation of the policy resulted in the desired effect (Johnson, 2001)

**2.1.2 Reasons Why Government Policy Fails**

A government policy has failed when the desired result on the target beneficiaries is not achieved. By implication, therefore, the implementation of every policy is a dynamic process, which involves the interaction of many variables as would be discussed below.

**Poor Communication**: Communication is an essential ingredient for effective implementation of public policy. Through communication, orders to implement policies are expected to be transmitted to the appropriate personnel in a clear manner while such orders must be accurate and consistent. Inadequate information can lead to a misunderstanding on the part of the implementors who may be confused as to what exactly are required of them. In effect, implementation instructions that are not transmitted, that are distorted in transmission, that are vague, or that are inconsistent may cause serious obstacles to policy implementation. Conversely, directives that are too precise may hinder implementation by stifling creativity and adaptability (Edward, 1980).

**Disposition and Attitude:** In addition to communication and resources, disposition or attitude is another key factor that affects policy implementation. According to Michael (2000), most implementers can exercise considerable discretion in the implementation of policies because of either their independence from their nominal superiors who formulate the policies or as a result of the complexity of the policy itself. The way the implementers exercise their discretion depends, to a large extent, on their disposition toward the policy. Therefore the level of success will depend on how the implementers see the policies as affecting their organizational and personal interests. Where a policy will result in reduction of pay, low self-esteem, or loss of position to the implementers, the attitude/ disposition will be affected adversely. On the other hand, if a policy will enhance the status, the pay or the self-esteem of the implementers, such implementers will be favorably disposed to it. For example, the very senior officers who currently enjoy the services of chauffer-driven cars, government quarters and other benefits have not favored the present monetization policy in Nigeria. For this reason, they may sabotage its implementation because the policy would deprive them of the benefits mentioned earlier on. They will now have to buy their own cars, maintain the cars, employ their own drivers as well as provide for their own accommodation (Kingsley, 2006).

**Political Instability**: Nigeria’s socio-economic and political milieu for example has been characterized by unstable climate and economic recession. As a result of this high rate of instability in the political system, the country has experienced series of changes and frequent structural reforms, which have negatively affected policy implementation. These constant and unplanned changes adversely affect each administration coming with its own programmes. Non-continuity in policy and programme implementation becomes the end result. Projects started by previous administration could be abandoned by the present administration with impunity (Yul, 2000)

**Vague or Unrealistic Goals:** Abel, (1999) asserts thata basic reason for the failure of many policies and programmes is lack of clear and realistic goals. The problem of vague goals is most evident in new programmes that propose social innovation. One such programme called the universal Basic Education project can serve as an illustration here. The project was designed to aid about 200 million teenagers from deprived backgrounds to acquire basic education. The programme was an attractive collection of ideas. But due to its vagueness, not more than 30 million teenagers benefited from it. Where the goals are unrealistic, the policies and programme could suffer from either instrumental failure or failure in normative justification. Instrumental failure means that the programme lacks sufficient instrument for achieving its goals. While in normative justification, a programme fail to receive support from those affected by it and is unworkable.

**Poor Implementation:** Lack of concern for implementation is currently the crucial impediment to improving programmes operations, policy analysis, and experimentation in social policy for economic emancipation of any society. Being naive about implementation is a human factor which impedes policy implementation. It must be emphasized here that implementation period has not been the challenge faced by many policy makers but rather the naivety of the policy formulators and beneficiaries (Jude, 2005).

**Environmental Factors:** Economic policies/programmes are made and executed within a given policy environment. Some of those policy environments include climate, topography, population, political, culture, social structure, technology etc. These factors separately or jointly influence the formulation and implementation of such policies and work against its success Onah, (1998).

**The complexity of Intergovernmental Actions:** The problems of creating a policy that can survive intergovernmental action are closely associated with problems of implementation. As a rule of thumb, the greater the number of actors and agencies involved in a programme, the less likely it is to succeed Njoku, (1999).

**Forces in the Economic Environment:** The general state of the economy is a final impediment to the success of the government’s policies and programmes. A society plagued by high inflationary-pressure, government programmes are bound to suffer. Other factors include institutional capacity, personnel, necessary materials or logistic supports. Where these elements are not in existence or are inadequate the chances of realizing the objectives of such policies may not be visible (Vincent, 2000).

**Bureaucratic Problems:** The nature and pattern of authority allocation or relationship within the local government for instance affect the policy implementation. In the present dispensation where there is no convincing and clear-cut line of duty, cold war, is fought silently between the heads of department and the supervisors, special assistants and political advisers who crave for one political favour or the other from the chairman of any given local government. In such cases, conflict usually arises among them over who supervises such programme (Nwakamma, 2003).

**Inadequate Funding:** Adequate funding is a sina qua non for policy implementation. But this is lacking in almost all the levels of government in Nigeria and other sub-Saharan countries. Inadequate funding brings about poor logistics. Precisely, all the level of government in Nigeria for instance depends heavily on oil for their recurrent and capital expenditure. Such over reliance on one source of revenue weakens the financial base of the government if at any point the oil market fails to live up to expectations. The economic policies and programmes of such government suffer (Jude, 2010).

**2.2 Empirical Literature**

Some related studies that have been carried out on the concept under study will be evaluated in this section.

Paul et al (2014) carried out a critical examination of rural development programmes and the challenge of rural underdevelopment in Nigeria. It emphasizes the need for a paradigm shift in the development of rural areas in Nigeria. The “development space” between urban and rural areas in Nigeria is very broad (in terms of the provision of economic development, quality of life, access to opportunities, amenities, social services and standard of living). This leads to what is suitably characterized as the rural- urban dichotomy. The rural areas are usually abhorrently mistreated as far as development projects and infrastructures are concerned. The initiatives that have been put in place in order to develop rural communities in Nigeria are diverse and multifarious. This paper therefore considered these policies and discovered that rural development programmes exists on paper and their impacts are not being felt by the supposed beneficiaries. The study used mainly observation, interview and existing literature to discuss the subject matter. Adopting the ‘elite theory,’ rural development policy makers and implementers pursue elite interests at the expense of broader community interests. It identified that Agricultural Development and Rural Development are not the same. The paper recommended the creation of the Federal/States Ministry of Rural Development, Rural Development Plan Implementation Review Centres (RDPIRCs) and Rural Infrastructure Maintenance Agency (RIMA) as units/departments in rural communities where implementation takes place.

Ihemeje (2014) examines the imperatives of Nigeria’s public policy formulation and implementation as basis for determining and measuring development. Why policies fail at the local government level, is a major objective that the research sought to achieve. This work evaluated various policies adopted by previous regimes with respect to infrastructure and found that, contrary to findings in other developed democracies, it is apparent that Nigeria’s policies are not consistently useful to succeeding governments and by extension, her populace, due to their ‘continuity deficiency’. This article hence; challenges the inconsistency in policy actions in Nigeria, with the view to situating feasible national policy framework in the fourth republic and, recommends the need for sovereign national conference, constitutional review and that, the government be more sensitive and responsive in formulation and implementation of public policy decisions that has direct impacts on the local populace.

Sule et al (2013) carried out a research on mechanism for developing and implementing policies for rural emancipation. The paper adopted the exploratory research approach involving the use of secondary source with minimal primary source to generate data through questionnaire and interview guide. The paper observes that the problem is not the lack of effective policy/programme initiation and formulation but the dearth of the political will to implement; high incidence of corruption; complete absence of purposive leadership; misguided and misdirected priority; placing the wrong person at the strategic position; inconsistency and absent of continuity in policy implementation in government affairs. For a way out amongst others, involvement of the benefiting rural/urban communities in monitoring the implementation of programmes or project execution in their domain is important while avoiding the pitfall of role conflict in policies and programmes formulation and implementation.

Taiwo (2005) attempted to identify and proffer possible solutions to the various problems facing developing nations as regards implementation of policies. Apart from discussing the general overview of policy implementation problems in both developed and developing nations, focus was on Nigeria while a great number of examples were taken from the Nigerian experience. The Better Life Programme (BLP) and the Family Support Programme (FSP) embarked upon by Nigeria’s successive First Ladies between 1983 and 1998 (Mrs. Maryam Babangida and Mrs. Maryam Abacha respectively) were highlighted for empirical studies. Some implementation problems identified in the study include corruption, lack of continuity in government policies, inadequate human and material resources, all of which often lead to implementation gap, i.e. the widening of the distance between stated policy goals and the realization of such planned goals. The study concluded that it is apparent that policies are rolled out regularly in developing nations but, most of the time, without achieving the desired results.

**2.3 Theoretical Framework**

The theory upon which this study is anchored is the ‘planning theory’.

**2.3.1 The Planning Theory**

According to Fainstein (2000), the planning theory is characterized by the top-down and consensus-seeking approaches. Stiftel (2000) further contends that the planning theory is the engine that drives the implementation of policies. This implies that the planning theory is the source from which all planning for public policy process that leads to implementation, emanates. Furthermore, the planning theory for public policy implementation embodies the writings about activities and practices of planners as they undertake their planning tasks for an organizational entity or function (Watson, 2006). Ferreira *et al.* (2009:35) describe the planning theory as being a collaborative and process-oriented theory, meaning that it entails the involvement of a number of actors over protracted period of time.

**CHAPTER THREE**

**RESEARCH DESIGN AND METHODOLOGY**

**3.0 Introduction**

The focus of this chapter is to describe the research design used in this study. The research design encompasses the methods for the collection, measurement and analysis of data related to the research objectives. This chapter contains the study area, data sources, study population, determination of sample size, research instruments, description and validity of the research instruments, reliability of the research instrument and method of data analysis.

**3.1 Research Design**

This research adopted the survey method. The survey method in research involves the researcher moving into the field and obtaining the needed information directly from the respondents.

**3.2 Population of the Study**

According to Onodugo (2010), population is the totality of subjects which meet a given set of criterion. The target population of this study consists of the staff of Obudu local government of Cross River state. An examination of the staff database reveals that as at January, 2018, the total staff of the service is 187. This implies that the total population of the study is 187 subjects.

**3.3 Sample Size Determination**

According to Investopedia, a sample is a subset containing the characteristics of a larger population. Samples are used in statistical testing when population sizes are relatively large for the test to include all possible members or observations. However, given that the population of the study is not large, we are compelled to use the population size of 187 as the sample size too. This entails that 187 respondents will serve as the respondents’ sample size for the study.

**3.4 Sampling Technique**

The researcher in the course of conducting this study used the simple random sampling techniques. This is because the method ensures equal chance of selection among the respondents but also, the method avoids and minimizes bias. This enhances validity and reliability.

**3.5 Description of Research Instruments**

The major instruments to be used by the researcher in gathering data for this study are structured questionnaire and interview. The questionnaire was designed to have two sections. Specifically all questions in section ‘A’ were drawn to provide some general and demographic information of the respondents, while the remaining questions in section ‘B’ were framed and directed to address the research questions. The instrument were designed on a 5-point Likert scale of *strongly Agree (SA), Agree (A), Disagree (D), strongly Disagree (SD) and Undecided.* A total of 187 copies of the questionnaire were distributed to the potential respondents.

**3.6 Validity of the Research Instrument**

To make sure that the research instruments in this study were valid, the researcher ensured that the instrument measured the concepts they were suppose to measure. A proper structuring of the questionnaire and a conduct of a pretest of every question contained in the questionnaire were carried out to ensure that they were valid. Respondents were asked to tick their preferred choice from the options provided.

**3.7 Reliability of the Study**

A reliability test was conducted on the instrument to determine how consistent the responses were. The researcher utilized test/retest method of reliability testing whereby the questionnaire was administered at two different times to the same group of respondents. The Cronbach Alpha reliability test was utilized to conduct the reliability test. A Cronbach Alpha coefficient of 0.70 and above was considered acceptable.

**3.8 Method of Data Analysis**

This researcher made use of frequency tables/percentages to analyze the descriptive characteristics of the respondents. The formula is expressed thus:



Where n = Total Number of Responses to a Question.

a = Number of respondents ticking a particular answer option to the question.

A% = “a” expressed as a percentage of N.

To test the first and second hypothesis, the Chi-Square (X2) statistic was employed and to test the third hypothesis, the Regression Method was employed.

The X2 is given as:



Where:

O = Observed Values

E = Expected Values

 Summation of Values

**Decision Rule**: if the Computed Chi-Square [X2C] is greater than the tabulated Chi-Square [X2T], we reject the null hypothesis (Ho) and accept the alternative hypothesis (H1). But if otherwise, we accept the Ho and reject H1.

**CHAPTER FOUR**

**PRESENTATION AND ANALYSIS OF RESULTS**

**Introduction**

In this section of the study, the data extracted through the administered questionnaires will be analyzed with various statistical tools. It constitutes the following sections; response rate analysis, tables, and frequencies/percentages, test of hypothesis and discussion of results.

**4.1 Questionnaire Response-Rate (QRR) Analysis**

In a survey research, questionnaires are normally distributed to various respondents to gather information for the analysis. It is however ideal to calculate the copies of the questionnaires distributed and validly returned to the researcher. In the course of the research, 187 questionnaires were distributed to the targeted respondents. During collection, the researcher was able to collect 176 copies of the questionnaire. This entails that 11 copies of the questionnaire was not returned. The response rate is calculated and presented respectively in the table below as:

Questionnaire Return Rate [QRR] =  = 94.11%

Since the return rate is as high as 94.11%, hence it is considered acceptable.

**Table 4.1**

|  |  |  |
| --- | --- | --- |
| **Questionnaire Returned** | **Questionnaire Distributed** | **Response Rate (%)** |
| 176 | 187 | 94.11% |

**4.2 Tables, Frequencies and Percentages [Demographic Information]**

**GENDER**

|  |  |  |
| --- | --- | --- |
| **Gender** | **Frequency** | **Percentage (%)** |
| Male | 95 | 54 |
| Female | 81 | 46 |
| **Total** | **176** | **100%** |

**Source: Field Survey (Adado 2018)**

The table above shows the sex distribution of the respondents. It clearly shows that 95 respondents constituting 54 percent of the respondents are male while 81 respondents which are made up of 46 percent of the total respondents are female. In essence, there are more male employees in the sampled local government.

**AGE**

|  |  |  |
| --- | --- | --- |
| **Age** | **Frequency** | **Percentage (%)** |
| 18 – 30 years | 18 | 10 |
| 31 – 40 years | 121 | 69 |
| 41 – 50 years | 24 | 14 |
| 51 years and above | 13 | 7 |
| **Total** | **176** | **100%** |

**Source: Field Survey (Adado 2018)**

The above table reveals that 18 of the respondents which is 10 percent of the total respondents fall into the age category of 18 – 30 years, 121 respondents fall into the age category of 31 – 40 years, 24 of the respondents making up 14 percent of the total respondents fall into the age category of 41 – 50 years and 13 of the respondents are into the age category of 51 years and above.

**MARITAL STATUS**

|  |  |  |
| --- | --- | --- |
| **Marital Status** | **Frequency** | **Percentage (%)** |
| Single | 53 | 30 |
| Married | 119 | 68 |
| Divorced | - | - |
| Widowed | 4 | 2 |
| **Total** | **176** | **100** |

**Source: Field Survey (Adado 2018)**

The above table shows that out of a total number of 176 respondents, 53 of them were single as at the time of this study, 119 which constitute about 68 percent of the respondents are married while 4 which is 2 percent of the sample are widowed. Hence; we have more of married respondents than single and widowed.

**ACADEMIC QUALIFICATION**

|  |  |  |
| --- | --- | --- |
| **Academic-Qualification** | **Frequency** | **Percentage (%)** |
| WAEC/SSCE | 9 | 5 |
| OND/NCE | 36 | 20 |
| HND/B.sc | 124 | 70 |
| MBA/M.sc | 7 | 4 |
| Ph.D | - | - |
| Total | **176** | **100** |

**Source: Field Survey (Udoidiong 2016)**

The table shows that just 5 percent of the respondents possess an SSCE, 20 percent possess an OND/NCE, 70 percent are HND/B.Sc holders and 4 percent have their MBA/M.sc. This shows on the average that most of the respondents are holders of HND/B.Sc.

**WORK EXPERIENCE**

|  |  |  |
| --- | --- | --- |
| **Number Of Years In Service** | **Frequency** | **Percentage (%)** |
| 1 – 10 | 62 | 35 |
| 11 – 20 | 92 | 52 |
| 21 – 30 | 15 | 9 |
| 31 years and above | 7 | 4 |
| **Total** | **120** | **100** |

**Source: Field Survey (Udoidiong 2016)**

The table shows that 35 percent of the respondents have a working experience of between 1 – 10 years, 52 percent of the respondents have worked for over 11 years. 9 percent of the respondents have worked for over 21 years. Four percent of the respondents have logged 31 years and above on the job.

**SECTION B**

**Table 1**

**Development policy making and implementation is of great importance in the Obudu local government area.**

|  |  |  |
| --- | --- | --- |
| **ITEM** | **FREQUENCY** | **PERCENTAGE** |
| Strongly Agree | 95 | 54 |
| Agree | 58 | 32 |
| Neutral | 5 | 3 |
| Disagree | 11 | 6 |
| Strongly Disagree | 7 | 4 |
| **Total** | **176** | **100%** |

**Source: Field Survey (Adado 2018)**

The table above shows that 54 percent of the respondents strongly agree that development policy making and implementation is of great importance in the Obudu local government area, 32 percent agreed, 3 percent were neutral, while 6 percent disagreed. 4 percent strongly disagreed. The conclusion is that on the average, majority of the respondents agree.

**Table 2**

**Development policy plans are effectively implemented in the Obudu local government area.**

|  |  |  |
| --- | --- | --- |
| **ITEM** | **FREQUENCY** | **PERCENTAGE** |
| Strongly Agree | 28 | 16 |
| Agree | 19 | 11 |
| Neutral | 8 | 5 |
| Disagree | 69 | 39 |
| Strongly Disagree | 52 | 30 |
| **Total** | **176** | **100%** |

**Source: Field Survey (Adado 2018)**

The respondents were asked if development policy plans are effectively implemented in the Obudu local government area. The table above shows that 16 percent of the respondents strongly agreed, 11 percent agreed, 5 percent were neutral. 39 percent disagreed while 30 percent strongly disagreed. In conclusion, majority of the respondents disagreed that development policy plans are effectively implemented in the Obudu local government area.

**Table 3**

**Development policy plans and implementation in the Obudu local government needs improvement.**

|  |  |  |
| --- | --- | --- |
| **ITEM** | **FREQUENCY** | **PERCENTAGE** |
| Strongly Agree | 95 | 54 |
| Agree | 58 | 32 |
| Neutral | 5 | 3 |
| Disagree | 11 | 6 |
| Strongly Disagree | 7 | 4 |
| **Total** | **176** | **100%** |

**Source: Field Survey (Adado 2018)**

Table 3 shows that 54 percent of the respondents strongly agree that development policy plans and implementation in the Obudu local government needs improvement, 32 percent agreed, 3 percent were neutral, while 6 percent disagreed. 4 percent strongly disagreed. The conclusion is that on the average, majority of the respondents agree.

**Table 4**

**There are better ways the local government bureaucracy in Obudu can formulate policies for development.**

|  |  |  |
| --- | --- | --- |
| **ITEM** | **FREQUENCY** | **PERCENTAGE** |
| Strongly Agree | 99 | 56 |
| Agree | 69 | 39 |
| Neutral | 2 | 1 |
| Disagree | 6 | 3 |
| Strongly Disagree | - | - |
| **Total** | **176** | **100%** |

**Source: Field Survey (Adado 2018)**

Table 4 shows that 56 percent of the respondents strongly agreed that there are better ways the local government bureaucracy in Obudu can formulate policies for development. 39 percent of the respondents agree, 1 percent were neutral and 3 percent disagreed.

**Table 5**

**There is absence of visionary political leadership at the local level**

|  |  |  |
| --- | --- | --- |
| **ITEM** | **FREQUENCY** | **PERCENTAGE** |
| Strongly Agree | 101 | 57 |
| Agree | 64 | 36 |
| Neutral | 2 | 1 |
| Disagree | 7 | 4 |
| Strongly Disagree | 2 | 1 |
| **Total** | **176** | **100%** |

**Source: Field Survey (Adado 2018)**

Table 5 shows that 101 percent of the respondents strongly agreed that there is absence of visionary political leadership at the local level. 64 percent of the respondents agree, 1 percent were neutral, 4 percent disagree and 1 percent strongly disagreed.

**Table 6**

**There is lack of development planning culture in the Obudu local government**

|  |  |  |
| --- | --- | --- |
| **ITEM** | **FREQUENCY** | **PERCENTAGE** |
| Strongly Agree | 89 | 51 |
| Agree | 69 | 39 |
| Neutral | 3 | 2 |
| Disagree | 11 | 6 |
| Strongly Disagree | 4 | 2 |
| **Total** | **176** | **100%** |

**Source: Field Survey (Adado 2018)**

Table 6 reveals that 51 percent of the respondents strongly agreed that there is lack of development planning culture in the Obudu local government. 39 percent of the respondents agree, 2 percent were neutral, 6 percent disagree and 2 percent strongly disagreed.

**Table 7**

**Bureaucratic ineffectiveness is one of the significant challenges facing the local government administration.**

|  |  |  |
| --- | --- | --- |
| **ITEM** | **FREQUENCY** | **PERCENTAGE** |
| Strongly Agree | 96 | 54 |
| Agree | 58 | 33 |
| Neutral | 2 | 1 |
| Disagree | 9 | 5 |
| Strongly Disagree | 11 | 6 |
| **Total** | **176** | **100%** |

**Source: Field Survey (Adado 2018)**

Table 7 shows that 54 percent of the respondents agree that bureaucratic ineffectiveness is one of the significant challenges facing the local government administration. 33 percent of the respondents agree, 1 percent were neutral, 5 percent disagree and 6 percent strongly disagreed.

**Table 8**

**There is stakeholder apathy to the development issues in the local government**

|  |  |  |
| --- | --- | --- |
| **ITEM** | **FREQUENCY** | **PERCENTAGE** |
| Strongly Agree | 28 | 16 |
| Agree | 19 | 11 |
| Neutral | 8 | 5 |
| Disagree | 69 | 39 |
| Strongly Disagree | 52 | 30 |
| **Total** | **176** | **100%** |

**Source: Field Survey (Adado 2018)**

The respondents were asked if there is stakeholder apathy to the development isues in the Obudu local government area. The table above shows that 16 percent of the respondents strongly agreed, 11 percent agreed, 5 percent were neutral. 39 percent disagreed while 30 percent strongly disagreed.

**Table 9**

**There is lack of platform for periodic interaction between political actors and citizens in the local council to ascertain the needs of the citizenry.**

|  |  |  |
| --- | --- | --- |
| **ITEM** | **FREQUENCY** | **PERCENTAGE** |
| Strongly Agree | 89 | 51 |
| Agree | 69 | 39 |
| Neutral | 3 | 2 |
| Disagree | 11 | 6 |
| Strongly Disagree | 4 | 2 |
| **Total** | **176** | **100%** |

**Source: Field Survey (Adado 2018)**

Table 9 shows that 51 percent of the respondents strongly agreed that there is lack of platform for periodic interaction between political actors and citizens in the local council to ascertain the needs of the citizenry. 39 percent of the respondents agree, 2 percent were neutral, 6 percent disagree and 2 percent strongly disagreed.

**4.3 Test of Hypothesis**

The hypotheses stated earlier in this research were tested using Chi-Square method. Three steps were used to test the hypotheses. In step one; the hypotheses were restated in null and alternate forms. In step two, the results were analysed while in step three, decisions were made. The decision rule involved the rejection or acceptance of the null or alternate hypotheses based on criterion of the techniques of analysis.

**4.3.1 Test of Hypothesis One**

**Step One: Restatement of hypothesis in null and alternate forms.**

**Ho:** There are no problems affecting development policy making and implementation in Obudu local government area of Cross River state.

**H1:** There are problems affecting development policy making and implementation in Obudu local government area of Cross River state.

**Step Two: Presentation and Analysis of Result**

****

**Source:** *Researcher’s Computation using SPSS*

The Chi-Square table above shows that the computed Chi-Square yielded 1056.000 and a check at the tabulated Chi-Square table at 5% level of significance and at 36 degree of freedom yielded a tabulated Chi-Square value of 55.8. This shows that the computed value of Chi-Square is greater than the tabulated.

**Step Three: Decision**

From the above analysis, it is clearly seen that the computed Chi-Square value = 1056.000 is greater than its tabulated value of 55.8. This compels the rejection of the null hypothesis (Ho) and the acceptance of the alternative (H1). Hence; there are problems affecting development policy making and implementation in Obudu local government area of Cross River state.

**4.3.2 Test of Hypothesis Two**

**Step One: Restatement of hypothesis in null and alternate forms.**

**Ho:** Development policy making and its implementation is not of paramount importance in the Obudu local government area.

**Hi:** Ho: Development policy making and its implementation is of paramount importance in the Obudu local government area.

****

**Source:** *Researcher’s Computation using SPSS*

The Chi-Square table above shows that the computed Chi-Square yielded 813.348 and a check at the tabulated Chi-Square table at 5% level of significance and at 42 degree of freedom yielded a tabulated Chi-Square value of 67.5. This shows that the computed value of Chi-Square is greater than the tabulated.

**Step Three: Decision**

From the above analysis, it is clearly seen that the computed Chi-Square value = 813.348 is greater than its tabulated value of 67.5. This compels the rejection of the null hypothesis (Ho) and the acceptance of the alternative (H1). Hence; development policy making and its implementation is of paramount importance in the Obudu local government area.

**4.3.3 Test of Hypothesis Three**

**Step One: Restatement of hypothesis in null and alternate forms.**

**Ho:** There are no significant ideas from the grassroots that could help the local government bureaucracy in Obudu to formulate policies for development.

**Hi:** There are significant ideas from the grassroots that could help the local government bureaucracy in Obudu to formulate policies for development.

****

**Source:** *Researcher’s Computation using SPSS*

The Chi-Square table above shows that the computed Chi-Square yielded 798.323 and a check at the tabulated Chi-Square table at 5% level of significance and at 42 degree of freedom yielded a tabulated Chi-Square value of 67.5. This shows that the computed value of Chi-Square is greater than the tabulated.

**Step Three: Decision**

From the above analysis, it is clearly seen that the computed Chi-Square value = 798.323 is greater than its tabulated value of 67.5. This compels the rejection of the null hypothesis (Ho) and the acceptance of the alternative (H1). Hence; there are significant ideas from the grassroots that could help the local government bureaucracy in Obudu to formulate policies for development.

**CHAPTER FIVE**

**SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS**

* 1. **Summary of Findings**

The primary aim of this study is identifying the problems of development-policy making in Obudu local government area of Cross River state. The study adopted the survey methodology to accomplish the aims of the study. The study was carried out using questionnaires to elicit information from the targeted respondents. The researcher’s findings were as follows:

First, there are problems affecting development policy making and implementation in Obudu local government area of Cross River state namely; Lack of platform for periodic interaction between political actors and citizens in the local council to ascertain the needs of the citizenry, Bureaucratic ineffectiveness and lack of development planning.

Second, development policy making and its implementation is of paramount importance in the Obudu local government area.

Third, there are significant ideas from the grassroots that could help the local government bureaucracy in Obudu to formulate policies for development.

**5.2 Conclusion**

Anchored on the findings of the study, we can conclude that indeed there are significant problems adversely affecting the development-policy making in Obudu local government area of Cross River state and until these problems are addressed, development in Obudu remains a mirage.

**5.3 Recommendations**

Based on the findings of the study, the following recommendations are suggested:

1. Obudu local government officials should engage rural development experts to assist them with problems of development-policy making. This will go a long way in facilitating growth and development in the area.
2. There should be a consistent creation of platform for periodic interaction between political actors and citizens in the local council to ascertain the needs of the citizenry.
3. There should be a bureaucratic reformation in Obudu local government of Cross River state. This can be achieved by reviewing the deficiencies and engaing aggressive strategies to correct them.

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**APPENDIX**

Department of Business management,

(Public Administration Programme),

Faculty of Management and Social Sciences,

Godfrey Okoye University,

Thinkers Corner,

Enugu.

Dear Respondent,

I am a final year student of the above named department and institution currently conducting a research on *Problems of Development Policy-Making and Implementation in the Obudu Local Government Area of Cross River State, Nigeria*.

The final product of this exercise will be submitted to my department in partial fulfillment of the requirement for the award of the Bachelor of Science degree in Public Administration.

You are kindly requested to answer the questions listed in the attached questionnaire. Information provided will be treated with utmost confidentiality and would be used exclusively for this research.

Thank you.

Yours faithfully,

Adado Dorathy Udie

(Researcher)

**Questionnaire**

**Please Tick the option you consider the most appropriate.**

**Section A: Personal Data**

1. **SEX:**

Male

Female

2. **AGE**

18 – 30

31 – 40 years

41 - 50

51 years and above

3**. Marital Status**

Single

Married

Divorced

Widowed

4. **Academic Qualification**

WAEC/SSCE

OND/NCE

HND/B.sc

MBA/M.Sc

Ph.D

5. **Number of Years in Service**

1 – 10

11 – 20

31 – 40

41 and above

**SECTION B**

**Instruction**

Please tick the option that you consider appropriate

**6. Development policy making and implementation is of great importance in the Obudu local government area.**

Strongly Disagree

Disagree

Neutral

Agree

Strongly Agree

**7. Development policy plans are effectively implemented in the Obudu local government area.**

Strongly Disagree

Disagree

Neutral

Agree

Strongly Agree

**8. Development policy plans and implementation in the Obudu local government needs improvement.**

Strongly Disagree

Disagree

Neutral

Agree

Strongly Agree

**9. There are better ways the local government bureaucracy in Obudu can formulate policies for development.**

Strongly Disagree

Disagree

Neutral

Agree

Strongly Agree

**10. Suggest better ways the local government bureaucracy in Obudu can formulate policies for development.**

**……………………………………………………………………….**

**………………………………………………………………………..**

**………………………………………………………………………..**

**………………………………………………………………………..**

**11. There is absence of visionary political leadership at the local level**

Strongly Disagree

Disagree

Neutral

Agree

Strongly Agree

**12. There is lack of development planning culture in the Obudu local government**

Strongly Disagree

Disagree

Neutral

Agree

Strongly Agree

**13. Bureaucratic ineffectiveness is one of the significant challenges facing the local government administration.**

Strongly Disagree

Disagree

Neutral

Agree

Strongly Agree

**14. There is stakeholder apathy to the development issues in the local government**

Strongly Disagree

Disagree

Neutral

Agree

Strongly Agree

**15. There is lack of platform for periodic interaction between political actors and citizens in the local council to ascertain the needs of the citizenry.**

Strongly Disagree

Disagree

Neutral

Agree

Strongly Agree