National Inland Water Ways Authority and the Federal Character Principle: An Interrogation

By

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Abstract

Employment distribution in National Inland Water Ways Authority (NIWA) has been lopsidedly structured despite the existence of Federal Character Principle (FCP). FCP was enacted to ensure equality in employment distribution in the government agencies such as NIWA. Unfortunately, the implementation of the Federal Character Principle appears to be ineffective because disparity still characterizes employment distribution in NIWA. This paper focuses on the causes the unequal employment distribution in NIWA. Apaper used purposive samplingin selecting the key informants andcontent analysis was used to analyze the data.To achieve the goal of the paper, the authors used the case study design because it allows for in-depth investigation of the topic through one-on-one interactions through interviews and subsequent use of various data collected over a predetermined time frame. The paper found that disparity continues to ravage the employment distribution in NIWA because of political influence, conflict of interest and ethnic bias. The paperconcludes that implementation of the policy can be achieved through an all-inclusive implementation measure.

1. Introduction

The National Inland Water Ways Authority (NIWA) is plays an important part in any government. They play an important role in transportation system especially for countries endowed with water bodies such as Nigeria. Water transportation is also the oldest means of transporting persons and goods, thus requires some level of priority. NIWA represents an expanding crop of manpower needed to carry out Inland Water transportation regulatory functions of the modern transportation system. The World Bank's Administrative and Civil Service Reform Report see the staff of such important body as major employees of the central government who carry out administrative functions on behalf of the state especially in the area of Inland Water. It is a key component of NIWA in the intermodal transportation network system and is essential in the Nigeria economy, it environment and quality of life cannot be overemphasized (Onimisi, 2018; Onimisi, 2020). The National Inland Water Ways Authority and essential Inland water transportation (IWT) as a component of water transport requires having an ideal staff can handle complex issues and movement within national territories by the use of watercrafts such as pontoons, river ferries, and boats over a body of water, such as a lake, river or canal (Sriraman, 2002). Hence, NIWA plays a vital role in national development as well as the provision and offering cheap means of conveying passengers and bulk produce.

The Nigerian experience was not different from that of other African countries as the civil service and the Inland Water Authority for example was an instrument used by the British administrators to champion their interests. Thus, the lopsidedly structured in the civil service as well as all important sector such as the Inland Water Authority in a manner that ensured that they could easily and promptly extract the natural and material resources needed for the continued control of their metropolis (Anazodo et al, 2012). According to Bayo (2012), the structure of colonial capitalist is such as that the survival, sustenance, and stability of Nigeria under them was most important to them. The Inland water was therefore seen as an essential ingredient for the consolidation of the Nigerian colonial state structure and benefits. At independence in October 1960, the Nigeria Civil Service was tasked with maintaining law and order, ensuring infrastructural development and facilitating social delivery (Gberverbie, 2010; Justine, 2015). The National Inland Water Ways Authority (NIWA) also engaged in formulating and coordinating programs and policies of the government regarding the water ways putting in consideration equal employment distribution in their activities.

This development resulted into a more direct goal given to the Federal Civil Service Commission (FCSC) as entrenched in Section 170 of the Nigerian Constitution; to perform the function of employment, promotion, unity, equality, and harmonization, and to ensure discipline across government agencies and parastatals including NIWA (FCSC, 2016). The constitutional mandate of the Federal Civil Service Commission empowers it to ensure equal employment distribution in the civil service of Nigeria including NIWAS based on equal distribution and in order to put the issue of disparity to rest in the country. However, this mandate has not been adhered to as studies have shown that many employments carried out by NIWAS over the years still has inherent disparity (Ibor, Peterside, and Egolikuma, 2015; Majekodunmi, 2013;; Bayode, &Ipingbemi, 2016). Hence, employment distribution in this sector have been characterized

by lopsidedness and overwhelming disparity which has favored some geopolitical zones while been detrimental to others.

Policy has become a pressing national issue in the country (Ibor, et al 2015). The implementation of the policy in the employment distribution of senior civil servant appears to have been hijacked by the ruling class and those responsible for the formulation and implementation of the policy as Lambert (2011). However, in recent time studies tend to focus on providing estimated and growing number of unemployment in the country and ever-growing disparity in the Nigerian civil service employment distribution as well as using rank order techniques to establish the ineffectiveness in the Federal Character Policy in Nigerian civil service employment distribution (Akintoye and Utang, 2012; Ibor et al 2015; Ibor et al 2015; Nwogwugwu&Sosanya, 2015; Mustapha, 2007). While Lambert (2011), Onah&Ayogu (2018), Omisore and Okofu (2014)focuses on how ethnicity affects Federal Character.

Apparently disturbed by the lopsidedness and disparity in the employment distribution in in sectors such as NIWA led the Federal Government to come up with the Federal Character Principle to ensure equality in the distribution of employment. The Federal Character Principle follows the Section 153 (1) of the constitution of the Federal Republic Nigeria with the mandate to ensure equality in employment distribution in the Nigerian public service. Unfortunately, the implementation of the principle in employment distribution in NIWA has not been effective (Ibor, et al 2015; Mustapha, 2007). Most of the employees in NIWA not reflected an equal distribution that takes into account Nigeria's diverse geopolitical zones, as such, this clearly indicates an ineffectiveness in the implementation of the policy. It is against this backdrop that this paper seeks to investigate the ineffectiveness in the implementation of the Federal Character Policy and the continuous disparity NIWA despite the enactment of this policy.

2. LiteratureReview

2.1Federal Character Principle Providing an End to Employment Distribution

Onah and Ayogu (2018) in the investigation of requirement and implementation of Federal Character Principle in Nigeria with an emphasis on political policy and administration of the nation tracked down that the policy "regarded in break than in perception", meaning the standards directing the Federal Character Principle are not really ahead to during political policy into political workplaces under the current justly regulation. The review thought that the uniqueness related with the Federal Character Principle is tragically felt during the political policy into political officials by the political elites to forestall control of states and international zones over the other. The Federal Character Principle the researcher laid out as a formulated measure by the patriots in Nigeria focused on at forestalling divergence and guaranteeing that the legislative organization mirrors the varieties of the country. The academic likewise observed that the government character is has a non-justiciable status in the constitution hence prescribed for revision of the constitution to sufficient position it for an extreme accessory.

While Onah and Ayogu (2018) concentrates on zeroed in on Federal Character Principle and comprehensive administration issue and bridling Nigeria's difference towards reasonable improvement in which the researchers tracked down that the need to review international zones irregularity and

intrinsic dissimilarity and encouraging of the citizens in having a say in Nigerian political system. The researchers fundamentally believed that the strategy fills in as an instrument essential for feasible turn of events and comprehensive administration in a multiethnic country like Nigeria. Their examinations further found that the utilization of the approach would guarantee value and comprehensiveness in administration.Olasunkanmi and Agulanna (2018) in their investigation of the dependability of the Federal Character Principle in Nigeria found that the strategy actually defer behind in the mission to accomplish or address the uniqueness intrinsic in the past business conveyance in Nigeria yet sadly it has made more issue. The academic found that the Federal Character Principle as opposed to remedying the unevenness and uniqueness in the framework as well as guaranteeing public solidarity, it has rather support disunity, remarkableness, and instances of shared doubt in Nigeria. The finding of their concentrate additionally expressed that strategy has made a neighborhood back up parent, ethnic-provincial rulers and more division among the international zones of the country.

In a connected investigation of spatiotemporal examination of bureaucratic common help socio-segment business imperatives, Ibor, Peterside, and Egolikuma (2015) found that the Federal Character Principle implies conventional social design of the national legislature of Nigeria which offers a changing measure to determine the current work difference among sexual orientations (men and women) in the country. They researchers recognize those different parts of the policy put accentuation on the standard or delegate framework that exists despite difference. Innate in the business appropriation in the Nigerian common help notwithstanding the presentation of Federal Character Principle which was sanctioned to take care of the issues of difference, disparity, and minimization across the international zones of the country.

2.2 Federal Character Principle and Implementation of the Policy

The quest for genuine federalism in Nigeria found that the Federal Character Principle as dug in the constitution endeavor to guarantee that equivalent portrayal in work at the government level. The researcher further settled that the entrenchment of the Federal Character Principle in the constitution no question serves a distributive instrumentality in a geological design like Nigeria where six particular international zones exist yet the insightful brought up deficient execution of the strategy. The strategy feeling of having a place is guaranteed among its residents through sufficient portrayal and through this public solidarity is advanced. To the researcher feeling of public solidarity is guaranteed and dread control of international zones over the other is better ensured through Federal Character Principle (Babalola, 2019)

Accordingly, the researchers finished up the lacking execution and guaranteeing sufficient portrayal of the different segment and getting through public incorporation of the remaining parts the significant difficulties of the policy (Asaju and Egberi, 2015). Moreover, the researchers believed that satisfactory portrayal across all segment of the nation and guaranteeing public combination which stays the significant objective of Federal Character Principle is by and by being tested by execution related issue.Various research like Majekodunmi (2013) found that the idea of government character perceives the majority of Nigeria in work processes, appropriation of political and managerial situations as well as

in the sharing of the country's assets in all cases. Policy is strived at encouraging equity in the piece and the direct of the public authority's institutional practices which mirror the variety of the nation and perceives the pluralist idea of Nigeria during work works out. The Federal Character Principle can enliven a feeling of having a place among the populace the finding of Majekodunmi, (2013) shows that in spite of this guaranteeing a comprehensive execution is still distant from reach. Besides, the academic exhibited that integrative point of view of in his investigation of the policy and practice of bureaucratic person shows that administrative person as an integrative system that guarantees fair and successful portrayal of all Nigerians (counting those from minority ethnic gatherings) in all establishments of government).

Information from research directed by Akinwale (2014), in his investigation of work in the Nigerian common help, zeroed in consideration on the delegate part of the Federal Character Principle found the Policy assumes a critical part in feature of political strategy in the common assistance of Nigeria. The exploration found that the strategy planned which is to guarantee and support state portrayal in all public agencies across the organization and puts an exceptional on state portrayal and it fundamentally fills in as a procedure for public reconciliation. Nonetheless, completing (execution) has endorsing to be an undertaking. Utilizing the blended strategy (quantitative and subjective) Akinwale (2014) found that the objective of public mix can be ensured and supported when meritocratic drew nearer to business dispersion is part outside while Federal Character Principle taking with nearly earnestness however public reconciliation ought to be a definitive plan of the public authority through the approach. In any case, the researcher was select to point that issues, for example, guaranteeing it execution stays before the commission.

2.5 TheoreticalFramework

In his book, Owen Rawls made popular of the social contract argument. The theory of Justice shows the distributive justice, or the equitable distribution of wealth, is a type of justice. Rawls wants us to see ourselves hidden behind a veil of ignorance that prevents us from knowing anything about our personalities, social standings, moral qualities, wealth, talents, and life goals in order for us to choose the theory of justice that would best serve our interests (Hülsheger, 2011). Because we are unaware of our particular identity, we are unable to influence the outcome in our favor. Because it does not include selfish bias, the decision-in-ignorance thus resembles fairness (Leggett, 2003). Every one of us, as per Rawls, would dismiss the utilitarian hypothesis of equity, which holds that we ought to expand government assistance (see beneath), in light of the fact that it risks making us undermine our own advantages for those of others (Muraven, 2003). We would rather uphold Rawls' two core values of equity; the broadest overall system of fundamental liberties consistent with a similar system of liberty for all are available to everyone. Disparities in social and economic status must be arranged in a way that is best for the underprivileged, in accordance with the idea of just savings, and linked to positions that are open to everyone under fair equality of opportunity (Muraven, 2003).

The way that we would acknowledge these guidelines in a fair dynamic cycle upholds them for us as the standards

of equity. The theory of Rawls distinguishes between two categories of goods: 1) the benefit of rights to liberty; and 2) the benefits of society and the economy, such as wealth, income, and power (Rupp, 2006). Citizens should be treated equally for reasons one and two, with the exception of circumstances in which inequality improves the situation of the least fortunate. Distributive justice is based on the idea that everyone should get what they deserve. There are various theories regarding what is "earned." Theories that argue that just deserts should be distributed unequally on the basis of things like hard work and, as a result, derive egalitarian accounts of distributive justice are fundamentally different from theories that argue that just deserts should be distributed unequally and, as a result, derive accounts of distributive justice in which some people should have more than others. From the above submission, it follows in application that recruitment of senior staff at NIWA should be carried out on the basis of merit and qualification rule, through competitive and open examination conducted by an organized neutral body. The theory to this extent becomes the primary drive for the Nigeria Civil Service that seeks to be effective and efficient in service delivery, and above all professionally standard. By implication, when the NIWA is manned by professional and qualified personnel, the level of its performance in service delivery to the populace will certainly increase, and the problems associated with multi-ethnicity or ethnicity, unequal distribution of national resources, etc will be resolved. Hence, the adoption of the theory in administrative practice becomes undoubtedly relevant to engender effectiveness, efficiency and professionalism in NIWA, above all the objectives of the Federal Character Principle will be achieved.

3. Cause ofDisparityin Senior StaffEmploymentDistributionin NIWA

Questions were asked from the key informants about the causes of the continuous disparity in the employment distribution in NIWA despite the existence of an enabling enactment of the Federal Character Principle established to ensure equal in the employment distribution, the following findings emerged:

3.1 Absence of Reliable Data

The issue of the absence of reliable data of those employed in NIWA and the job applicant to the agency was an important cause of the disparity in the agency the informants raised. The absence of reliable the research found was the cause of disparity in senior staff employment distribution. An informant opined: "*NIWA as agency of government still rely on old system of data collection; we do not have digitalized data or information so it will be very difficult for one to just assume a figure of our employed and unemployed here"*. Another informant stressed that absence reliable data remains a leading causes of the disparity in NIWA employment distribution of senior staff. The informant stated: "*an absence of reliable data causes disparity in employment distribution because we don't have a central data where information is gathered*". Another commenting on the issue of cause of disparity in NIWA senior staff employment distribution informant stated thus: "*So data is really not available and it is not available because there are people in my own opinion would not even want it to be available*".

Interestingly the positions of these informants is in accordance with Briggs (2007) study of recruitment process of

staff into the civil service where the scholar stressed that one of the difficult challenges faced by the government in development countries in their bit to ensure equal employment distribution is data issue. The current research findings is line with Fried & Gate (2005) who opined that public sector employment needs to explore and depend on the existing and reliable data if they must succeed in ensuring fairness. The scholar opined further that accurate and comprehensive in order to guarantee equitable and successful employment exercise and when this is absence equality cannot be ensured. The paper shows that reliable data on those states already highly represented in NIWA and those not greatly represented can rarely be found hence, the disparity. According to Hawk, Powers &Rubinovitz (2015) employment is an important thus it usefulness in ensuring that the issue of disparity does not arise cannot overemphasize. The paper shows that reliable data hindrance equal employment distribution in NIWA.

3.2 Political Influence

The role of political influence in employment distribution in NIWA was identified by the informants for the disparity in employment in the agency. The political influence the paper shows that the leading cause of the disparity of senior staff in NIWA. It shows that the political class in Nigerian NIWA employment as a way of rewarding their loyalist. Informant collaborate this position by saying that: "*Political influence, it is a problem. Political influence because every politician has a candidate, when those in the Senate having a candidate, when Director General having a candidate, what do you expect*?" Another informant has a similar that shows that political influence, especially the political elite tend to create disparity in the employment distribution. The informants stated thus: "*When employment exercises are carried out in NIWA the elite political class such as the senators, members of house of representative, ministers and those in these categories tended list of candidates*". Talking about this issue an informant observed that: "*Some candidates are have being assurance definitely they will get such employment by politician because certain slots are left for certain politician which invariably stated that if you are not disposed to a politician"*.

The position of the informants as reflected the finding of the current show that notion of political influence causes unequal employment distribution in NIWA. The paper findings are in agreement with the position of Omisore&Okofu (2014) that mounting political pressure from the politician in a position of authority often affects the recruitment and distribution process. Also Onwe et al (2015) opined that politics has encroached on the independence of the recruitment and selection commissions, in which these political heavyweights assert their advantage and position of authority to influence. The paper found that continuous political influence on the NIWA prompted the level of disparity found in the agency senior staff employment distribution. The paper finding is line with Shahda (2016) in his study of the effects of political factors in Lebanese and Arab countries civil service resolved that the political influence cannot be separated from the civil service employment distribution and the service whole entire activities. Further, Shahda (2016) finding shows that the employment distribution and all the recruitment process in the Arabian countries depend heavily on the political leadership which projects their interest over fair and balance employment distribution.

3.3 Conflict of Interest

Conflict of interest the paper shows the cause of the disparity in NIWA employment distribution of senior staff. The data gotten from the informants shows that employment distribution in NIWA whenever it occur personal interest of top-government officers put first and ahead of the collective interest of the agency. One informant revealed that disparity in senior staff occur as a result of the "*conflict of interest of the concern persons in charge employment distribution in NIWA and they tend to influence choices make in the process of employment and it distribution in the agency*". Similarly, another informant alluded to the notion of conflict of interest by explaining how personal interest tend to play a role in employment distribution in NIWA. The informant stated thus: "*disparity in employment distribution extent to be deliberate because at a point in time certain people who are opportune to get into key offices have continued to perpetuate this lopsided employment for their own interest as it is the case in NIWA*". The informants' position shows that personal interest of top-government offices tend to be responsible for the disparity in employment distribution.

The paper is in line with the work of Kernaghan& Langford (1990) in his study of ethical dilemma and conflict of interest in politics and administration were the author affirms that conflict of interest has caused series of scandals in service employment process because of some unethical conduct. The current research findings shows that conflict of interest is of utmost concern and one of the leading cause of disparity in employment distribution. This paper equally shares Kernaghan& Langford (1990) ideal that conflict of interest influences employment distribution of senior civil servant and consequently causing disparity involves soliciting some form of benefits from organization and individual in exchange for employment. Also, Bertók (2003) opined that issues will always arise between responsibility and personal interest of government officials, in which the government official in their personal-capacity and interests influence inappropriately employment distribution in the sector they tend to head for direct personal or private benefit to the public official. The paper shows the situation in NIWA employment distribution of senior staff which is greatly lopsided as a result of conflict of interest of the officials responsible for employment into the service.

3.4 Ethnic Bias

Ethnic bias from top-government officials responsible for employment into the agency tend to put their desires of their ethnic inclination above the agency goals. An Informant reported thus: "*because they want to fulfill the desire of their own ethnic group, these officers create an opportunity for their own to come in. Hence, a strong ethnic influence happens to be is causing disparity in the NIWA employment distribution*". The role of ethnic bias as one of the leading cause of the disparity in NIWA employment distribution was further support by the opinion of another informant, which stated thus: "*ethnicity in NIWA employment distribution have being difficult to overcome because the leadership over the years have not been able to make all Nigeria their own project, hence, employment is still greatly influenced by ethnic inclination*" The informant believes that employment distribution in NIWA has elements of ethnic inclination which invariably translate to the disparity in the agency, because of the need to satisfy once ethnic interest, thus bringing up the equality question in the agency.

The paper findings shows that ethnic bias happens to be linked to the disparity in the NIWA employment distribution of senior staff the informants demonstrated. The paper findings of the shows that disparity in the employment distribution in NIWA is a result of ethnic and sectional bias on the part of the official responsible for employment into the service as well as continued pressure from ethnical incline leaders on the official of the government to consider and employ their candidates even when these requests will lead to disparity. This finding mirrors those of the previous studies that have examined the effects of ethnic bias and sectionalism on employment distribution in the country Nigeria. According to Omisore&Okofu (2014) ethnicity and sectional inclination play an active role in the employment and selection exercises in the civil service which the paper opined to have invariably led to disparity in the distribution of employment of senior staff in NIWA. This finding does corroborate the ideas of Okereka (2015) that ethnicity does not just influence the recruiting body responsible for employment distribution in Nigerian it equally diminishes their independence and consequently leading to manipulation and disparity in the civil service employment distribution. The paper corroborates the ideas of these scholars how ethnicity affects employment distribution and how it plays a prominent role for that matter.

3.5 Favoritism and Nepotism

Apparently data from the paper shows that favoritism and nepotism remain a challenge to equal employment distribution in NIWA. The favoritism and nepotism has constitute a grievous challenge to the implementation of the FCP in NIWA just like other sector in Nigeria. The paper revealed favoritism and nepotism plays a significant role in cause of disparity in NIWA as an informant states: "*Yes, favoritism in the system particularly tend to make it in such a way that it places some individuals over the other in the employment distribution in NIWA and its consequences are apparent*". The position of one informant was further collaborated by the position of informant who expressed that the issue of disparity in NIWA employment distribution of senior staff comes in form of favoritism and nepotism persisted. The informant stated thus: "*there a deliberately reservation of some employment slots for certain even if those people comes from the states that have high population over the already such position is giving to them, hence, the disparity you see in the system today*".

The reason for disparity in NIWA employment distribution of senior staff is greatly attributed to favoritism and nepotism, as the informants has stated which comes in form of reserving slots for designated sets of people against others. According to Nwanolue&Iwuoha (2012) who found that staffs are often employed in the civil service based on favoritism on the part of members of the commission responsible for recruitment, without due consideration whether it will lead to balance or cause disparity in the system. The paper corroborates the scholarly position of De Luca et al (2016) who that a lot of circumstantial and rigorous evidence has shown how office holders in most Sub-Saharan African countries like Zambia and Kenya who tend to favor their ethnic group in the employment into the service of their countries above other groups even when it causes disparity in the civil service structure of the nation. The current research finding stressed on the role of ethnicity and favoritism in the overall spheres of NIWA employment distribution also confirmed findings of by KIPPRA Research Team (2012) that across the African continent the civil service has continue to witness disparity

because favoritism on the part of officials responsible for ensuring equality generally. It is interesting to the compare the current research findings with the ideas of Yaro (2014) who believes that favoritism and nepotism have seriously affected the quest for balance in the Nigerian civil service.

4 The Implementation of Federal Character Principle in NIWA

The data analyzed from the information provide from the informants shows he involvement of the civil society organization could be a great measure that can ensure the implementation of the Federal Character Principle in NIWA because they have the ability to put pressure on Federal Character Commission and the NIWA. An informant stated that: "*the inclusion of the civil society in the implementation of the federal character in the service will bring about opening up of the institution and other interested participant gets to know what is happening inside in commission that assist in its implementation*". Another informant stated that states that involvement of the civil society as a measure for the implementation of the Federal Character Principle in the NIWA. The informant stated that the involvement of the civil society will serve the role of watcher and being an impartial body that strengthening and help keep track of the implementation of the policy in the NIWA. The informant stated thus: "*the civil society will help in the implementation of the Federal Character Principle in NIWA because by their nature of work, and their impartiality, they don't have interest and will serve as a watchdog would help a lot*". Corroborating this position was another informant who state that: "*the issue is that you have to involve all the stakeholders. The stakeholders are the civil society, the Non-governmental organizations who are there purposely to promote the implementation of Federal Character Principle*".

The finding of the paper is consistent with that of Mthethwa (2012) who stress the need for policy implementation to be inclusive, reorganization, engagement and involvement of stakeholders. The involvement of the public and stakeholders in policy implementation is of great importance if the policies objectives are to be implemented (Rahmat, 2015). This finding also support the work of Mukamunana&Brynard (2005) that state that the obstacles affecting the civil society organization, they can still assist in the promotion of adherence of governmental policies by serving as watcher, and their participation helps in creating a more responsive, open and effective implementation process of public policy. Similarly, and consistent with the literature, this research found that the involvement of the civil society in Nigeria can ensure the implementation of the Federal Character Principle in NIWA through her monitoring role. These findings agree with Fioramonti& Heinrich (2007) which shows that interaction between the civil service organization and the public policy implementers would turn out to be most effective and efficient way of ensuring the implementation of policy across the globe. Philip & Peter (2013) believe that civil society does have a role to play in ensuring the implementation of public policy in Nigeria because their participation helps to draw the attention of the government to the action and inaction of policy implementers at any given time.

The findings of the current research shows that the inclusion of the members of the organized labour union in the country as a measure towards ensuring in the implementation

of the principle in NIWA. Informant B1 believed that the inclusion of labour union serves as corrective measure and guardian towards effective implementation of the policy. The informant stated thus: "*the inclusion of the labor union would go a long way to give the policy implementers some corrective measures regarding the policy*". Informant C1 stated that inclusion of the labour union is necessary because they often fight for what would generally benefit the public. The informant put thus: "*the labor organization fights them for the generality of the people, they make sure that people are adequately remunerated, and importantly it will not a bad ideal if they are included in the implementation process of the policy*". An informant stated also that: "*labor union the incorporating labor union in the implementation process of the federal character policy in Nigerian would greatly assist and it would help in the effectiveness of the policy as it applied to the NIWA employment distribution and the country agencies in general*".The finding of the current study show the inclusion of labour union in the implementation process of the Federal Character Policy would serve as an effective measure aimed at ensuring the implementation of the policy in NIWA. It is encouraging to compare this finding of the current research with that found by International Labour Organization (2015) in their National Employment Principle guide report who found that systematical designation and representation of the labour union in policy framework and especially in the policy implementation would turn policy aims and objective into reality.

5 Conclusion

The main thrust of the paper is to examine the causes of disparity the reasons for the ineffective implementation in Federal Character Principle in NIWA employment distribution of senior staff and to provide strategies that can ensure it implementation. The major significant findings that emerged from this paper with regards to the cause of in NIWA was attributable Favoritism and Nepotism, Ethnic Bias, Conflict of Interest, Political Influence, and Absence of Reliable Data. However, the findings also indicated some prompt measures that can ensure the implementation of the Federal Character Principle in NIWA employment distribution such as the inclusion of the key stakeholders such as the Labour Union and civil society organization could be a great measure that can ensure the implementation of the Federal Character Principle in NIWA in the implementation of the policy thrust. The paper conclude that conflict of interest is the major cause of disparity in employment distribution of senior staff in NIWA as well the major reason for the ineffective implementation of the Federal Character Principle. The findings from this study made several contributions to the current literature by providing insight into the cause of the inherent disparity in NIWA employment distribution (Sriraman, 2002; Gberverbie, 2010; Justine, 2015; Ibor, Peterside, and Egolikuma, 2015; Majekodunmi, 2013; Bayode, &Ipingbemi, 2016). FCP is a lofty which can ensure equal representation in the distribution of jobs in the NIWA but the implementation must be taken seriously.

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