Resource Management and its impact on Human Capital Development: A Nigerian Experience

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Abstract

Resources have economic potentials, that is, wealth-producing capacity which addresses poverty, development and affluence as well as the realistic pursuit of national interests. The exploitation of resources is the function of management which is grounded in the nature of the modern industrial system and in the needs of the modern business enterprise to which an industrial system must entrust its productive resources- both human and material. Management expresses the belief in the possibility of controlling man’s livelihood through systematic organization of economic resources. It expresses the belief that economic change can be made into the most powerful engine for human betterment and social justice. Yet, management has failed, if it fails to produce economic results; supply goods and services desired by the customer at a price the customer is willing to pay and/at least maintain or increase the wealth-producing capacity of the economic resources entrusted in it. There are three different dimensions to the economic tasks: The present business must be made effective; Its potential must be identified and realized; It must be made into a different business for a different future. The tasks overlap. They require one unified strategy. The Entrepreneur or executive requires an understanding of the true realities of the business as an economic system, of its capacity for economic performance and of the relationship between available resources and possible results. Results are obtained by exploiting opportunities, not by solving problems, resources to produce results, must be allocated to opportunities rather than to problems. Concentration is the key to real economic results. In Nigeria what thrives, is dishonesty of purpose, fraud and deceit in high places which are summed up as corruption and bad government resulting from greed and avarice. Nigerian Entrepreneurs are parasitic and heavily rely on government for economic opportunities. The Nigerian factor has defied all known and tested principles, theories, and models of Economics, production and operations Management. Nigeria must invest in human skills that can help its citizens use modern technology and eventually rise to the stage where those same citizens can develop its country’s own technology, directly harness its resources productively and upturn the Nigeria’s political and economic failures in the form of generation of job and improved incomes to all citizens.

Keywords: Resources, Wealth, Task, Human -Skills, Nigerian-factor

1. Introduction

Resources are important factors of production that require that much constructive programming in all areas of processing. Human resources is the only active resource. Specific manpower programmes are usually drawn by planners to enable human resource facilitate economic development. They are: firstly, the health and nutrition programmes to control disease for the purpose of making people happier and making them more productive workers. This makes hospitals and sewage projects necessities and vitally needed social overhead
capital. Secondly, educated people make more productive workers. This calls for the establishment of schools with well-designed curricula and other programmes to reduce illiteracy. Beyond reading and writing, people have to be trained in new techniques of agriculture and industry (Samuelson 1970: 752). That is why George (1990:143 -187) complains against the impact of the structured development using debt strategy: “Debt is an efficient tool in the hand of IMF and World Bank. It ensures access to other people’s raw materials and infrastructure at the cheapest possible terms… The IMF cannot seem to understand that investing in a healthy well-fed literate population is the most intelligent economic choice a country can make”. Natural resources:- Land, capital, labour, entrepreneurship (Eke 2002: 46 – 49), intelligence, imagination and knowledge (Drucker 1979: 1) are vitally complimentary to human resources who convert them into results. By themselves, they only set limits to what can be obtained.

The Oxford Advanced Learner’s Dictionary (OALD 2010:1257) defines resources as a supply of something that a country, an organization or a person has and can use, especially to increase their wealth (through) the exploitation of minerals and other natural resources. Nature supplies these minerals and resources as natural endowments. Exploitation or transformational process means the commercial use of land, oil, minerals, and others (OALD 2010:516), to create wealth. This wealth means a large amount of money, property and others that a person or a country owns or a state of being rich. Samuelson (1970:2), categorically emphasizes that the study of the economic potentials of a resources is to build the capacity to address poverty, development and affluence as well as the realistic pursuit of the national interests. Every national issue has an economic dimension which requires an economic understanding on the part of anyone who desires to make progress in dealing with it. This is confirmed by Ohamae (1995:64) that economic activities are what define the landscape on which all other institutions including political institution must operate. Economic activities constitute the foundation of the Capitalistic Economy. In developing nations, a bunch of power hungry and extractive elite make political activities, the foundation of democratic and corrupt economy.

2. Theoretical Framework

The theoretical framework is based on the theory of the Capitalistic Economic System. This is the free-enterprise, laissez-faire, free-market, price-system or individualistic economic system. The means of production are owned and controlled by private individual and private firms. In fact, the whole economy- factories, industries, commerce- are in the hands of private persons or private companies. Capitalism guarantees an individual’s right to own property, buildings, factories or anything that the individual has a legitimate capacity to obtain or own. Capitalist World System initiated economic contacts among the peoples of the world. This was begun through advances in production and incentives for long-distance trade which stimulated Europeans to reach other parts of the globe sourcing for resources. The world as a whole is devoted
to the endless accumulation and profit-seeking on the basis of exchange in the market that treats goods and labour alike as commodities. World System theory is defined as any historical system of interdependent parts that form a bounded structure and operate according to distinct rules or “a unit with a single division of labour and multiple cultural systems (Wallerstein 1974a:390). The role of the government in ideal capitalist economy is that of an umpire or overseer whose responsibility is to ensure that the economic game is played according to the rules and to create the conducive environment for business. It also, emphasizes the supremacy of consumers who determine the survival of the business by paying affordable price for the value of goods and services (Eke 2002:40). Without resources which are the basic fundamental production input, business enterprises or organization will be unable to fulfil its primary role of Economic performance.

Active and Passive Resources
Resources comprise the human resource which is active and other minerals and natural resources- Lands and others which are passive. Only effectiveness converts these passive resources into results. The types of resources are as follows:

Active or Human Resource
This human resource represent a section of the entire population of Nigeria. As earlier stated, this portion of the population or workforce is or should be healthy, well-fed and literate workers to make significant contribution toward the goals and objectives of the organization. Nigeria has a population of 154.49 million (Ndili, 2004:9). Nothing undignified nations and their citizens like self-inflicted failure. For example (i) Section 18 (3) of the 1999 Constitution of Federal Republic of Nigeria (CFRN) ensures that the Educational Objectives inflicted illiteracy on the population- Government shall “as and when practicable” provide: free, compulsory and universal primary education; free university education; and free adult literacy programme. The conditions sustaining the obnoxious phrase. As and when practicable – were not listed to know when those imagined limiting factor will be delimited to empower the lucky generation of Nigerians enjoy free education as of right (ii) The productive structure created by dependent industrialization limits the growth of the internal market by creating few jobs using the technology of intense capital (Rodney, 1986:24). (iii) The supply of labour exceeds greatly the demand for labour. And (iv) factor immobility and limited specialization in trade and occupation foster economic ignorance, value and social structures that minimize incentives for economic change (Akinsanya, 1980: 8-9). This population provides the labour and its market. The International Encyclopaedia of the Social Sciences (IESS 1972:470) defines labour as the voluntary efforts of human beings to produce objects of desire. When labour is formally developed and engaged, it becomes workforce. These are persons who voluntarily offer their services for hire in the labour market and who, thereby, participate (or attempt to participate in the production of the Gross National Product (GDP) of the
Nation (IESS, 470). Labour Market evolves from a highly developed exchange economy based on cash in which the worker must be free to offer his services for cash as he sees fit. This cash gives the worker multiple choice options in the purchase of items or services at will produced by other specialists. At the end of this process a labour market of specialists is developed.

This advancement or highly developed exchange economy standard exposes the position of Nigeria in the developing nation. Professor Imaga (2003: 526) asserts:

“Having read so much about the characteristics of the Third World… I know who are the Fourth World Countries and visualize the positions of the First and Second Worlds… I define the Fifth World Countries as those economies blessed with rich and abundant factor-endowments in the form of land, human and material resources, physical and capital inputs and potential large market for possible economic growth plus social change, but who are sadly and inextricably saddled with heavy burden of successive corrupt and dishonest governance and administration which stagnate them in a vicious circle of poverty with zero or negative annual growth rate of GDP. Nigeria by this definition is a typical Fifth World Economy whose growth and positive transformation have either been stagnated or declining since the 1980s”.

Ezekwesili (2013:5) affirms this assessment: Nigeria is a paradox of the kind of wealth that breeds penury… and the world considers us (Nigerians) as a poster nation for poor governance wealth from natural resources. The trend of Nigeria’s population in poverty since 1980 to 2010, for example; suggests that the more we (Nigerians) earned from oil, the larger the population of poor citizens: 17.1 million 1980, 34.5 million in 1985, 39.2 million in 1992, 67.1 million in 1996, 68.7 million in 2004 and 112.47 million in 2010.

**Active Entrepreneur (or sophisticated-skilled Human Resource)**

Entrepreneur is a special human being in business. He is sophisticated and highly knowledgeable. Mcbeth and Rimac (2004: 18 -19), defines Entrepreneurs as people who tend to systematically analyze opportunities, detect risk and try to minimize it as much as possible. Entrepreneurship is a function of Entrepreneur (E=fe).

Rao (2004:80) shows this functional process as the successful implementation of creative ideas that results in new customer values. Innovation is the criterion of Entrepreneurship (Schumpeter, 1947: ) Entrepreneurship and innovation are not naturally occurring in organizations. They are designed capacities and it is management responsibility to determine the appropriate degree of entrepreneurship for individual departments and for the organization as a whole, as well as to design an environment that channels innovation and promotes entrepreneurial activity (Mcbeth et al 2004: 19). Entrepreneurship is a dynamic process of vision, change and creation (Kuratko et al, 2007:33). Parent organization should establish a clear strategy for the
company and allow corporate entrepreneurship to develop intrapreneurial initiates (Bieto et al, 2004:13). This new breed of corporate entrepreneurs or intrapreneur will be the most sought-after professionals in the 21st century economy (Pinchot 1976): individuals whose education and experience are both broad and deep and who have the requisite skills for identifying and exploiting opportunities, fostering team-based innovation or intercreativity and managing change. Nigeria has mere population. The United States General Accounting Office Document on Human Capital Assessment states that human capital like human resource simply means people. It highlights the differences between human capital and mere population. It emphasizes that people are assets whose value can be enhanced through investment and on organization’s ‘shared vision’ that is its mission, vision for the future, core values, goals and objectives, and strategies by which the organization has defined its direction and its exceptions for itself and its people. The absence of both realistic investment and strategies classify Nigerians as ‘mere’ population. Majority of the Nigerian population, therefore lack sophisticated skills, with low level of intellectual or cognitive capacity and very low level of education and/or professional attainment. Most live at the level of nature in the rural areas engaging in petty-trading and primitive agriculture. The government of Nigeria and its people badly indulge and brazenly practice all those behavioural patterns and activities which have collectively gone into Nigeria lexicon as 419 which means obtaining something of value by false pretence. The factors are pervasive and far-reaching in its tendency to trap a poor country permanently in a state of vicious circle of poverty (Imaga, 2003:526).

Passive Resources Land
The country has an estimated area of 923,773km². Its varied vegetation and soil types are suitable for variety of agricultural purposes. Its bowel harbours the raw materials and its surface contains the soil, trees, forest, mountains, oil and minerals lie hidden in-depth. The availability of land is fixed. Land is used for agricultural and industrial purposes. Most businesses are done on land. It provides the raw materials and contributes in the production of goods and services. Human beings live on land. It has some unique characteristics: its supply is (i) fixed (ii) a free gift from nature, (iii) varies in quality and (iv) is subject to the law of diminishing returns. Land must be improved upon or transformed for economic purposes. Natural minerals and crude petroleum are preserved within the land.

Capital
Capital ordinarily implies the initial amount required to start a business and fund for investments to exploit available opportunities. Capital also comprises productive equipment and machines as well as other business facilitators- Information, Communication and Technology, computer accessories and others. The Accountant divides capital into Fixed Capital and Working Capital. The economist considers capital as that part of wealth earmarked specifically to assist in the production of further wealth. Capital, therefore, includes not just
productive goods such as plant and machinery but also the less durable goods such as work-in-progress and raw materials. It is only capital goods which enables labour to work on the raw material. In this respect, money is only a medium of exchange for capital goods (Eke 2002:48).

**Time**

Time is a critical production factor in any organization. Its motion is silent but within this silent-motion the world and every being advances in time through gradual growth, maturity and death. Man’s achievement or failure within his life-span is determined by the meaning actualized during his life and more importantly, the contribution it extends to future generation. This is human life in the world and so is the operational life of the worker or manager in an organization. Time is an artificial concept created by man to make the limitedness of eternity and the universe, more bearable and more humane. It is a concept arising from change experienced and observed. It is often measured, quantified and ascertained through the use of wrist-watch and/or clock.

The Nigerian government has accepted the Meridian of 15° E as standard time which is one hour ahead of the Greenwich mean time (Adeleke et al, 1979:9). Time is life, it is irreversible and irreplaceable (Lakein: 1973:11) ‘Space we can recover time never (Napoleon Bonaparte in Agboeze 2007:36). The time of a child is long and slow with vast expanses, the time of an adult whizzes by frightening fast (Green 1998:295). Organization’s activities start and consume themselves in time. Use time productively or effectively and achieve outstanding result. On other hand, ignore time and float in it as a time-server. Effective executive must know where their time goes to enable them to manage the little of their time under their control (Drucker 1967:21). Nigerians are time-servers because Nigeria is a tragic Rentier state with dismal human development indicators (Ezekwesili, 2013:).

**Minerals**

Nigeria has large reserves of soil minerals. They include coal, columbite, lignite, tin, bitumen, topaz, kaolinite, talc, marble, barite, gypsum and iron ore (Federal Republic of Nigeria 2000:1). What Nigeria did with these natural endowments showed that Nigeria is a typical Fifth World economy. The Federal Republic of Nigeria (2000:27) states that the fortunes of these solid minerals’ sub-sector declined significantly following the rising profile of crude petroleum in the 1970s. Consequently, mine sites were abandoned as crude petroleum provided cheaper sources of energy and government revenue. As expected, the infrastructure at mine sites deteriorated due to neglect. In these circumstances, the Nigerian factor took the stage: various forms of dishonesty of purpose and corruption in high places, elements of administrative lapses, mis-governance, deceit and fraudulent tendencies at the level of government and all such frustrating and irresponsible behaviour by some highly placed government officials (Imaga 2003:526). Also, illegal mining thrived. Unfortunately, the Nigeria’s manufacturing sector was compelled to depend on the importation of
minerals that Nigeria has in abundance. Is this not a waste of its scarce foreign exchange and a self-inflicted denial of employment opportunities to Nigerians as well as brightening employment opportunity prospects for foreign countries and aggravating the structure of dependence.

**Oil and Gas**

Nigeria has a proven reserve of crude petroleum and natural gas of well over 27 billion barrels and 120 trillion stand cubic feet respectively. Crude oil and gas are capital intensive ventures requiring sophisticated skills, modern technologies and standard human capital. Consequently, Nigeria as a nation, lacking intensive capital, stayed clear in oil and gas because of lack of substantial capital and modern technologies. The multinational oil companies exclusively held 100 percent equity in Nigeria’s oil operations from 1903 to 1973: With the formation of the Nigerian National Petroleum Corporation (NNPC) in 1973, Nigeria got a participating interest in the marketing of crude oil. As usual or worse still, Nigeria quickly as if it was labouring under an over bearing influence, sold back the bulk of its participating interest to the same foreign oil firms through a buy-back arrangement (NNPC 2000:1).

A Shocker: Today many domestic oil prospecting, exploration, drilling and exporting firms are in oil and gas business in Nigeria. They are owned by Nigerian citizens who are ex military Heads of State or their friends or relations. The feat Nigeria could not accomplish is being done by privileged Nigerian citizens. These owners are ordinary individuals with powerful connections with former military Heads of State of Nigeria and enjoying long-standing relations with foreign oil firms that reinforce them technologically to dupe Nigeria. The unfortunate aspect is that these loots never get back home (or to Nigeria). This also strengthens the structure of Dependence (Alabo-George 2012:3)

**Environment**

Environment is the aggregate of all external conditions and influences affecting the life and development of an organism (Webster’s New Collegiate Dictionary). The aim then, with either individual organisms or communities, is to distinguish between factors arising from outside the system and factors inherent in the system itself. The features of the Nigerian environment that shape the public sector management are: the structure of Nigeria Federalism, instability, underdevelopment, ethnic cum religious differences and uneven technology. The Nigerian environment is a strange phenomenon to Nigerians. The Nigerian minerals, their sites and respective qualities including oil and gas were technologically located/found by the colonial scientists. The extent to which Nigerians understand the laws of nature or their environment (science), the extent to which they put their understanding into practice by devising tools (technology) and the manner in which work is organized are still primitive or even rudimentary. Nigerian environment is being reflected to
Nigerians by foreigners through the imperialistic organs called the multinational enterprises (MNEs). This low education and technological background thwarts direct productive contact with the Nigerian environment, blinds Nigerians to their natural endowments to be utilized for their economic prosperity, impairs and denies Nigerians through understanding and weakens the technological drive to control Nigerian environment by Nigerians. This clear but regrettable indifference or technical or technological incapacity gives the multinational enterprises free control of the commanding heights of the Nigerian economy. Nevertheless, they pay rents or taxes for prospecting, drilling and exporting crude petroleum/oil and other mineral resources of interest to them. Who then is managing Nigerian resources and for whose interest?

3. Management Of Nigeria’s Resources

Section 16 of 1999 constitution of the Federal Republic of Nigeria under sub-section (1) states: The State shall, …

(a) Harness the resources of the national and promote national prosperity and an efficient, a dynamic and self-reliant nation”

The Multinational Enterprises actually ‘harness’ the resources of Nigeria. But instead of promoting national prosperity… and self-reliant Nigeria, they encroach on the sovereignty of ‘Nigeria,’ foment distortions in their economies and divert resources from domestic growth. Also, Enormous resources at their disposal permit them to eclipse the government of Nigeria with which they do business (Chazen et al 1999:208). Earlier, Forsyth (1975:1) states: Nigeria was welded together in the interest and for the benefit of an European power.

(b) Control of the national economy in such manner as to secure the maximum welfare, freedom and happiness of every citizen on the basis of social justice and equality of status and opportunity…”

Controls must be based on plans… and controls are the reverse side of the coin of planning. Koontz et al, (1980:157) warn – ‘without plans, action must become merely random activity, producing nothing but chaos’. In short, control ensures conformity with the targets, objectives and goals set by plan. Nigeria does not manage or control its resources – it has neglected its minerals and has, also, handed over its oil and gas to MNEs. Nigeria only ‘controls’ rent or taxes accruing from oil and gas. The rent control is not based on any plan and is not the reverse side of the coin of planning, hence the random activity producing nothing but chaos or constitutionally protected corruption.

Essentials Features of Control and Implementation Process

The essential features of control are:

(i) The recognized control authority of the national rent
(ii) The instructions and principles defining modality of sharing

(iii) The standards against which the allocated fund is directed.

The Recognized Control of national rents

(c) Public Revenue

Section 162 (1) CFRN The federation shall maintain a special account to be called 'the Federation Account' into which shall be paid all revenues collected by the Government of the Federation… (2) The President, upon the receipt of advice from the Revenue Mobilization Allocation and Fiscal Commission shall table before the National Assembly proposals for revenue allocation from the Federation Account and in determining the formular, the National Assembly shall take into account, the allocation principles especially those of: population, equality of States, internal revenue generation and land mass, terrain as well as population density.

Provided that the principle of derivation shall be constantly reflected in any approval formula as being not less than thirteen percent of the revenue accruing to the Federation Account directly from any natural resources.

4. National Revenue Mobilization, Allocation And Fiscal Commission

Decree No 49 of 1989 set up National Revenue Mobilization, Allocation and Fiscal Commission (NRMAFC). This is a standing commission whose responsibility is to study and recommend appropriate changes in Allocation principles. The specific activities of this responsibility are:

The commission is an agent and the federal Government is its principal. It cannot command its principal to obey it. Secondly, the allocation principles are merely descriptive and are not applied against any scale of values. This throws accountability to the wind.

The Instructions and Principles defining modality of sharing

The instructions are contained in Decree No 4 of 1989 that set up MAFC. Also the allocation, principles – population, equality of states, internal revenue generation, land mass, terrain population density and derivation – are contained in section 162: (2) and (3). Principles are often referred to as being ‘descriptive, ‘perspective’ and ‘normative’. In summary, a principle is descriptive if it merely describes a relationship between variables. In case of Nigeria the perspective principles say nothing about the relationship between the funds appropriated and the items in respect of which they are respectively appropriated (Koontz et al, 1980:14). That is why (Nwokedi 2001:11) argues that ‘no where an unweighted population… Nowhere in a federation the world over other than in the Nigerian Federation does the system of revenue allocation
completely negate or ignore... the nature of resources of the component governments. This arguments supports the view that a principle should be perspective or normative to indicate what a person, an organization or government should do. This means that principles should be applied against some scale of values referred to as prescribing action or as being prescriptive and normative (Koontz et al 1980: 14). This is ‘management as politics” working out the unwritten laws of life in organization (or nation) (Bratten et al, 1992:7).

The most sensible way to approach the debate of what management is indeed is to regard it as both an art and a science and that, at the same time, it is involved in both political behaviour and control (Bratten et al, 1992:7).

Figure 1.0: Management as Science, Art, Politics and Control

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<th>Management as Science:</th>
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<th>Management as Art:</th>
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<td>Successful managers are</td>
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<td>born with appropriate traits.</td>
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<td>control workers.</td>
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Source: Adapted from Watson 1986 (in Bratton et al 1990: 7)

The standards against which the allocated fund is directed

Here standards mean the actual results to be accomplished with the allocated fund duly appropriated for the attainment of the specific results. Prescriptive allocation principles are not directed to any scale of values but to be used in accomplishing the personal interests of the political actors. Section 308 CFRN (1999) protects this mis-governance. The Nigerian government officials do not observe even constitutional checks or guidelines. For example section 16 (2) CFRN (1999).

The state shall direct its policy towards ensuring:
(a) That the material resources of the nation serve the common good;
(b) That the economic system is not operated in such a manner as to permit the concentration of wealth or the means of production and exchange in the hands of few individuals or a group,…

This paper shows a callous uneven distribution of national wealth by Nigeria military ruler. Ross Alabo-George in his article: ‘Derivation and deprivation: why the North is poor of March 4, 2012 in special report’ was a reply to Sanusi Lamido Sanusi rebutting the claims that Rivers State was allocated ₦3,965 per capita, South-South region ₦3,332 per capita…’ but in 2008, 18.97 million people in six states in north East received ₦1,156 per person.

Uneven nature of the Distribution

80 per cent of crude oil and gas produced by indigenous companies is controlled by the North-East. It is an area they have well conquered through Generals IBB, Abacha and Abdusalami. However, the loots never get back home (Alabo-George 2012:3). Nigerians would wail if they know how much of the nation’s resources these folks allocated to themselves and their business fronts before they stepped aside (Alabo-George 2012:3).

1) Alhaji Mai Deribe (Late) (Borno State) owns Cavendish Petroleum the operators of OML110, awarded to him by General Sani Abacha on July 8, 1996.
   Capacity – 120,000 barrels of crude oil daily.
   Cadenvish nets circa ₦4 billion monthly in crude oil sales
   Note: ₦4billion monthly net dwarfs Borno ₦3billion monthly allocation.

2) Alhaji Mohammed Indimi, a Fulani and close friend of General Ibrahim Babangida Badamosi (IBB). General IBB’s first son is married to his daughter – Yakolo Indimi-Babangida
   He owns Oriental Energy Resources Limited (OERL) which runs three oil blocks: OML 115, the OKWOK field and the Ebok field. OERL has 60 percent while Equity energy Resources AS. On Okwok has 40 percent. OERL has 100 percent on the Ebok field. AMNI produces twice as much as Cavendish petroleum.

3) Fulani Prince Nasiru Ado Bayero who is Malam (Prince) Sanusi Lamido Sanusi’s cousin. He is a key shareholder in Seplat/Platform petroleum the operators of the Asuokpu/Umutu Marginal Field
   Capacity: 300,000 barrels monthly and A 30mm fesd gas plant capable of feeding 100 MT of LPG.
4) General T.Y Danjuma owner of South Atlantic petroleum Limited (SAPETRO). General Sani Abacha awarded the Oil Prospecting Licence (OPL 246) to SAPETRO in February, 1998. SAPETRO partnered with Total Upstream Nigeria Ltd (TUPNL) and Brasoil Oil Services Company Nigeria Ltd (Petrobras) to start prospecting on OPL 246. Akpo, a condensate field discovered April 2000. Barrels of Condensate: In June 2006 General T.Y Danjuma divested part of its contractor rights and obligations to China National Offshore Oil Corporation (CNOOC) for $1billion (₦ 160bn).
Capacity: Akpo exports about 230,000 barrels of condensate daily. Condensate export is not regulated by OPEC, so SAPETRO/TOTAL exports as much as possible each day. Egina exports about 75,000 barrels of oil daily.
Therefore, Akpo and Egina fields export just over 300,000 barrels of oil/ condensate daily. SAPETRO (T.Y Danjuma) get 25 percent of this. The gas component is about 2.5 trillion cubic feet.
Revenue: The money SAPETRO nets each month is more than the monthly statutory allocation of all the Niger Delta States combined.

5) General Abdusalami Abubakar is projected as the owner AMNI International Petroleum Development Company. AMNI owns two oil blocks – OML-112 and OML-117.
Production sharing contract AMNI gets 60 percent and Total gets 40 percent for providing technical advice.
OML-112 was awarded on the 12/02/1998 while
OML-117 was awarded on the 06/08/1999 all by General Abdusalami Abubakar. The licences are due to expire 11/02/2018 and 05/08/2019 respectively.

6) Rilwanu Lukman owns Afren Energy, substantially and it operates Okoro and Setu fields in OML-112.
He has very key interest in the NNPC/Vitol trading deal, a London based oil trading company. Vitol lifts 350,000 barrels of crude oil daily from Nigeria.
Capacity: The Okoro and Setu oil fields have about 50million barrels in reserve and exports a little below 20,000 barrels per day.
Management: the Chairman of AMNI is Alhaji (Colonel) Sani Bello a Fulani from Niger State.
Relationship: Alhaji Bello’s son- Abu is married to General Abdusallami Abubakar’s eldest daughter.

7) Alhaji Aminu Dantala is the owner of Express Petroleum and Gas Limited. General Sani Abacha awarded OML-108 to him on the 1st November, 1995. He sold 25 percent of Express petroleum’s 60 per cent holding to Kase Lawal owner of CAMAC Houston. The other 40 percent on OML-108 is owned by Sheba E & P Limited.
SEPCOL operates the Ukpokit’s offshore field in shallow water Nigeria…
Shebah Exploration and Production Limited (SEPCOL) is the operator of the Oil Mining Licence 108 offshore Nigeria. Head office: Minna, Niger State.
Consolidated Oil: Cenoil Producing Limited is an integrated upstream oil and gas company. They are the operator of six blocks in the Niger Delta as well as 25 percent Equity holder in the Joint Development Zone (JDZ) Block 4
Headquarters is in Minna, Niger State

8) Alhaji Saleh Mohammade Jambo is the owner of North-East Petroleum. It is registered as NorEast Petroleum Nigeria Limited and holder of OPL 215 license NorEast is the parent company of Rayflash Petroleum Nigerian which was awarded the blocks OPLs 276 and 283. The License was awarded by General Ibrahim Badamosi Babangida in 1991 and then renewed in 2004.
There are other North Eastern Millionaires who make more money than their states of origin from Niger Delta oil blocks to be cabled in the Part 11 (yet to be released).

‘Yes, I agree the poverty (in the North) has bred millions of destitute, who have become instant and easy recruits for Boko Haram..I salute Hard work and do not disparage honest efforts. However, uncompasionate capitalism driven by pulleys of aristocracy breeds a brutal class order worthy of condemnation (Alabo-George 2012:2).

5. Prescriptive Or Normative Business Principles
There are actually two sets of generalizations that apply to most businesses most of the time:

1) With respect to the results and resources of a business
2) With respect efforts. Together they lead to a number of conclusions regarding the nature and direction of the entrepreneurial job. Business executives base their actions on these, their own assumptions and expectations.

Neither results nor resources exist inside the Business. Both exist outside. They are only cost centres. It consumes efforts and thereby incurs costs. Results depend on the customer in a market economy. It is the customer who decides whether or not efforts contribute to results. Knowledge is the distinct resource of any business that makes distinct. Business uses knowledge of any kind- from scientific and technical knowledge to social, economic and managerial knowledge. Indeed brininess can be defined as a process that converts an outside resource, namely knowledge, into outside result, namely economic values.
1) Results are obtained by exploiting opportunities not by solving problems. All one can hope to get by solving a problem is to restore normality or at best to eliminate a restriction on the capacity of the business to obtain results. The results themselves must come from the exploitation of opportunities.

2) Resources, to produce results, must be allocated to opportunities rather than to problems. One cannot shrug off all the problems but they can and should be minimized. ‘Maximization of profit in business is so vague a concept as to be meaningless. But ‘maximization of opportunities’ is a meaningful, indeed a precise, definition of the entrepreneurial job. It implies that effectiveness rather than efficiency is essential in business by finding the right things to be done and to concentrate resources and efforts on them.

3) Economic results are earned only by leadership, not by mere competence. Profits are rewards for making a unique or at least a distinct, contribution in meaningful area which is decided only by market and the customer. Profit can only be earned by providing something the market accepts as value and is willing to pay for as such. And value implies the differentiation of leadership. But a company which wants economic results has to have leadership in something of real value to a customer or market. Unless it has such leadership position a product or service becomes marginal. But the marginal is incapable of survival in the long run, let alone producing profits. It lives on borrowed time. It exists on suffering and through the inertia of others. Sooner or later, whenever boom condition abates, it will be squeezed out.

4) Any leadership position is transitory and likely to be short lived. No business is ever secure in its leadership position. The market in which the results exist and the knowledge which is the resource, are both generally acceptable. No leadership position is more than a temporary position. Business tends to drift from leadership to mediocrity. And mediocre is three-quarters down the road to being marginal. It is the executive job to reserve the normal drift. It is his job to focus the business on opportunity and away from problems, to re-create leadership and counteract the trend towards mediocrity, to replace inertia and its momentum by new energy and new direction.

The second set of assumptions deals with the efforts within the business and their cost

5) What exists is getting old. The executives spend most of their time on the problems of yesterday. The business itself – its present resources, its efforts and their allocation, its organization as well as its products, its markets and its customers – expresses necessarily decisions and actions taken in the past. Its people, in the great majority grew up in the business of yesterday. Their attitudes, expectations and values were formed at an earlier time: and they tend to apply the lessons of the past to the represent. No matter how wise, forward-looking or courageous the decisions and actions when first made; they will have been overtaken by events by the time they become normal behaviour and the routine of the business. No matter how appropriate the attitudes were when formed by the time their holders have moved into senior, policy-
making positions, the world that made them no longer exists. What exists is therefore always ageing. It is futile to restore normality; ‘normality is only the reality of yesterday. The job is to change the business, its behaviour, its attitudes, its expectations - as well as its products, its markets and its distributive channels – to fit the new realities.

6) What exists is likely to be misallocated.

Business enterprise is not, a phenomenon of nature but one of society. In a social situation, however, events are not distributed according to the ‘normal distribution’ of a natural universe (that is, they are not distributed according to the bell-shaped Gaussian curve). In a social situation a very small number of events at one extreme – the first 10 per cent to 20 per cent or so of the results. This is true in the market: a handful of large customers out of many thousands produce the bulk of orders; a handful of products out of hundreds of items in the line produce the bulk of the volume. It is also true of sales efforts: a few salesmen out of several hundred always produce two-thirds of all new business. It is true in the plant: a handful of production runs account for most of the tonnage. It is true of research: the same few men in the laboratory are apt to produce nearly all the important innovations. It is true of Nigeria: 109 members of the National Assembly gulped 26 per cent of overhead in 2009 and 25 per cent of overheads in 2010 while (150million – 109) share 74 per cent in 2009 and 75 per cent in 2010 of overheads respectively. Sanusi, 2010 in Shepherd Newspaper (2010:2) December. Also, the uneven distribution of Nigeria’s oil blocks and gas by the three military Heads of State of Nigeria to themselves, their relations and business-fronts while 140.5million Nigerians continue to slide into poverty.

7) Concentration is the key to real economic results. Economic results require that managers or government concentrate their efforts on the smallest number of products, customers, markets or development of people investment on information to create capacity for producing significant business results.

6. Findings

The transactional leaders or extractive elite in Nigeria choose from the already chosen. They celebrate the blind constitution phrase – “AS AND WHEN PRACTICABLE” provide free education at all levels including adult literacy programmes. This poverty of mind and wealth confine Nigeria to ignorance and pain. Nigeria is unable to develop the skills and knowledge of its people and cannot utilize its mere population in the development of the national economy.
7. Conclusion

Nigeria is endowed with abundant human and natural resources. But the abundant human resources are mere population. They lack the scientific and technological education. That is, they do not possess the effectiveness to convert or transform the natural and mineral resources into results. Every government is the exact symbol of its people (Thomas Carlyle in Purver et al, 1983). Daren Acemoglu, a Harvard Professor has brought politics to the centre stage of economic development. But the unscientific, non-technological and extractive Nigerian elite in governance show clear inability to produce sound policies and access to capital for investing in development priorities which remain very important for economic success. No country can however achieve development without having strong political foundation made up of political players, system, processes and structures that are grounded in inclusivity and accountability”. The Nigerian citizens as inactive participants in the Nigerian political processes cannot seek to restore their individual and collective dignity in the politics of their nation. This stunted political content will not set any realistic agenda to ensure quality and substance of governance.

8. Recommendations

Section 18(3) of Nigeria’s 1999 CFRN under Educational Objectives should expunge the blind phrase – ‘As and When Practicable’ and immediately provide – Free Educations to Nigerians at all levels including Adult literacy Programmes. This will transform every Nigerian as an Entrepreneur for harnessing the natural resources in his or her situation for national wealth and increase in Gross National Product. Nigeria can borrow to make investment in human capital realistic and a national priority. Even the IMF understands that investing in a healthy, well-fed literate population is the most intelligent economic choice a country can make (George 1990: 143 – 187). The failures and limitations of the Nigerian Education will be eliminated by enlightenment and joy. Secondly, gaining admission to any one of the best schools in the world for graduates studies simply on the strength of the University of Nigeria education will be very easy as it was in the past.

9. References

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