

# THE ENIGMA OF CAPITAL TERRITORY DEVELOPMENT AUTHORITY INITIATIVE VIS A' VIS ENUGU STATE

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**Abstract:** This paper examines the enigma of most state metropolitan development vis a' vis ESCTD. The study was informed by the reality that sub sectors in the environment sector namely Ministry of Environment, Enugu Forestry Commission, Enugu Capital Territory Development Authority and Enugu Waste Management Authority (ministries, inter-ministries and agencies) have not done well enough on even development of the state due to poor performance occasioned by poor funding, inactive and inexperienced leadership - resulting in recruitment of staff that are without requisite competence, unnecessary ordinate interference and political patronage which negates state development. Hence the paper aimed at pointing out those factors militating against the optimal performance of the authority and proffer lasting solutions for them to attain their expected goals. This study adopted a descriptive survey research design using both primary and secondary sources of data. Some hypotheses were formulated and tested using chi-square test method. Finding reveals that ESCTDA lacks staff employed on the bases of merit, no proper funding and unnecessary interference by the ordinates culminating to poor performance. The researcher swiftly recommends for the independent of the agency and proper funding; also to ensure that men of honour, integrity, merit and experienced leaders are appointed into administrative position and to curtail the unnecessary interference by the ordinates.

**Keywords:** ESCTDA, Leadership, Ordinate interference, Political-patronage, Poor funding.

## INTRODUCTION

The world is persistently in a changing phenomenon with its inexplicable and attendant puzzle. Man has continued to shape the world with her development pattern. According to Likert, (1967) "all activities of nay enterprises are initiated and determined by the persons that make up that institution". This entails improvement in country's economic and social conditions or improvements in way of managing an area's natural and human resources. This is simply to create wealth and improve people's lives by systematic use of scientific and technical knowledge to meet specific objectives or requirements. This is to say that the structure of the world holds not much to its development – it is not an enigma. Hay, (1999) epitomises that structures are not determinants of agency; they are rather the historically produced features of a given social order which require empirical analysis in their own right to establish their connection to actual agency. On this basis, what matters for development outcomes are the kinds of social forces involved, their interests and how they are organised in relation to different social agendas (Hout, W., Robison, R., (2009) and Robison, R. 2012).

Predominantly, Africa is generally poor with its nefarious problems upon her pauperized state and undeveloped urban levels. Urban slums and environmental degradation pose a formidable challenge in many developing countries (Mohammed, et al 2015). Available statistics shows that more than half of the world 6.6 billion people live in urban areas, crowded into 3% of the earth's land area (UNFPA, 1993). The proportion of the world population in urban areas was less than 5% in 1800, it increased to 47% in 2000. And it's expected to reach 65% in 2030 (United Nations, 1991). However, more than 90% percent of future population growth will be concentrated in cities in developing countries and a large percentage of this population will be poor. This statement is reasonable true about Enugu metropolitan city. Most of the new arrivals at the Enugu city are heartily concentrated around Abakpa Nike and Emene area, etc. With due respect, many of them are poor, living in a squalor area around the aforementioned places. In Africa and Asia where urbanization is still considerably lower (40 percent), both are expected to be 54% urban by 2025 (UN 1995, 2002).

The major urban challenge of the twenty-first century includes the rapid growth of many cities and their role in causing or mitigating climate change. Evidence from around the world suggests that urban planning has failed to address these challenges. Urban sprawl and unplanned urban development are among the most visible consequences, along with the increasing vulnerability of hundreds of millions of urban dwellers to rising sea levels, coastal flooding and other climate-related hazards. The world is

increasingly becoming urbanized and the rate at which city populations grow and the rate at which countries urbanize is an indicative of the pace of social and economic change (Donk, 2006). Urban environmental problems are of different dimensions and are mostly due to geologic, climatic and cultural factors. However, the cultural factors seems to be more pronounced in the Nigerian context because most of the identified urban environmental issues are so much associated with the way of life of the people, either as reactions to urbanization or their spatial heritage. Their effects are far reaching on efforts to attain sustainable development in the country. Since no section of the country's urban environment is immune to environmental effects, there is urgent need to seek workable solutions by the application of planning, economic, legal, institutional and educational tools as have been suggested here.

Also it is clear that some of the greatest obstacles to successful territorial developments are the existence of government negative and unstreamlined strategies to metropolitan development as well as unequal distribution of government expenditures which by their very nature negates an efficient system of resources allocation. In line with the above statement, Umeabali et al (2000; 145) asserted that our communities are bedevilled by apparent under-development. Some of the manifestations of these maladies are lack of qualitative health care delivery, illiteracy, poverty, lack of social amenities, lack of motor-able roads etc. The subsequent effect of this poor state of affairs is inter-alia, rural-urban migration; high infant mortality and lack of improper project implementation in several part of the world. Most of the respondents in the field survey suggested that political problem and weak communication mechanism are mainly responsible for unsuccessful implementation of the Master Plan (Ahmed, et al).

In considering the problems of ineffectiveness and inefficiency in Nigeria public service, Adebayo (1981) identified so many factors which are grouped broadly under five main categories as institutional, political, psychological, attitudinal and sociological factors. According to him, "the general consensus appears to be that public service operates within an impoverished concept of management which over emphasizes routine control and neglects others dimensions like managing changes and managing relationships within organization" Generally, it is accepted that government business will be more effectively and efficiently managed and conducted if substantial elements of private sector business culture are implanted into the public service management. This means cost-consciousness, value of money, employing adequate number and right caliber of workers as well as improving the operation methods. It is in this regard that study attempts exposing all the nook and crony of capital territory development authority initiative vis a' vis Enugu state with the view of unearthing the cankerworm of the agency, contributions and panacea to this perennial and intermission problems.

### Objectives of the Study

- i. To determine how funding has affected the efficiency and effectiveness of the capital development authority.
- ii. Ascertain the impact of inactive and inexperienced leadership on the agency
- iii. To find out the effects of unnecessary ordinate interference and political patronage on capital development authority.

### Research Questions

- i. How has poor funding affected the efficiency and effectiveness of the capital development authority?
- ii. Does inactive and inexperienced leadership affect the agency?
- iii. What are the effects of unnecessary ordinate interference and political patronage?

### Hypotheses

- i. Funding has significantly affected the efficiency and effectiveness of the capital development authority.
- ii. Inactive and inexperienced leadership has significant impact on the agency
- iii. Unnecessary ordinate interference and political patronage affects capital development authority.

## CONCEPTUAL CLARIFICATIONS

### Capital Territory

One common etymology derives "territory" from the Latin word *territorium* "the land around a town" and *terra* or land. However as William Connolly (1996) suggests, the root of "territory" may be more interesting.

Territories are human social creation. Although territoriality, like very human may be like language, may, in some general sense, be a human universal, also like language, the specific forms that it takes an enormously varied. Territoriality is an important element of how human associations – cultures, societies, smaller collectives – and institutions organize themselves in space. It is an aspect of how individual human as embodied beings organize themselves with respect to the social and material world (Delaney, 2008).

Then a capital territory is normally a specially designated territory where a country's seat of government is located. As such, in the federal model of government, no one state or territory takes pre-eminence because the capital lies within its borders. Most of the present border was given formal legal expression in the treaty of Guadalupe Hidalgo of 1848 (Frazier, 1998). A capital territory can be one specific form of federal district. In Australia, the capital Canberra lies within the Australian Capital Territory. The National Capital Territory is where New Delhi, the capital of India is located. In Pakistan, the capital city Islamabad lies within the Islamabad Capital Territory. Nigeria has its capital Abuja in the Federal Capital Territory. Within the South East geo-political zone - Enugu state, Anambra state, Ebonyi state, Abia state and Imo state, there capital territories are Enugu, Awka, Abakaliki, Umuahia and Owerri.

### Capital Development Authority

A Capital Development Authority is a kind of entity found in various countries that is concerned with the municipal development of the capital city or capital. For example, the Federal Capital Development Authority (FCDA), Nigeria oversees the infrastructural and physical development (planning, design and construction) of the new Federal Capital. Ensuring that, it conforms to or surpasses the standard of new Capital cities around the world by paying special attention to inclusivity, functionality, design and aesthetics. They are designated to develop and the execution of master plan to ensure a livable city. However, the extent of success is a matter of question. This is undeniable that sustainable use of space largely depends on the balance between planning control and community acceptance Aktar, (2017). In is undisputable fact that in the coming decades, as much as 80 percent of population growth and most economic growth in the developing world will occur in cities. In most of the world's largest cities, those responsible have introduced innovative ideas to improve the quality of urban governance. Some cities have begun preparing city development strategies that include integrated and participatory action plans to promote and sustain economic growth and improve living conditions for city residents. These developments bring with them the need for capacity building in a variety of disciplines, especially among those tasked with managing cities. Freire et al, (2001) opines that cities and towns are marvelous and vital instruments of exchange, vital for the development of economic systems and social organizations. As Paul M. Hohenberg, (1988) suggests, the extent of urbanization largely defines the place of exchange in economic life, and with it the extent of specialization and the role of markets, money, and credit. Cities provide the network and the nodes for transport and for communication, both for goods and services, and for knowledge. Summarily, Ahmed, (2000) in (Mowla, 1997) using Mahalla town typifies and exemplifies that the development of the city started in an indigenous way, which reflects societal values and norms. The mahalla (indigenous neighbourhood) was the civic unit managed by the panchayet (neighbourhood civic body). It was the panchayet's responsibility to respond to the needs of the mahalla including spatial development and maintenance of service facilities. In maintaining the environment, moral obligation of the citizens to the civic bodies was the key.

### Capital Territory Development Authority Initiative Vis A' Vis Enugu State

#### Capital Development Authority

Having conceptualized territory and capital territory it will be pertinent to redefine and expatiate on development and as well enhance detailed and root meaning into the phraseology capital development authority. To this end Seers, (1972) defines development as a process involving the fulfillment of the necessary conditions for the realization of the human personality. Elaborating further, Seers listed some of the necessary conditions as; education and skill (human capital development/capacity building), employment, welfare programme and accessible health care system. According to Todaro, (1981), development is not only an economic phenomenon, it embraces more than the material and financial side of people lives. It is a multi-dimensional process involving the re-organization and re-orientation of the entire economic and social system. He pointed out that development should be seen as a comprehensive societal change involving the achievement of economic goals of increased income, social goals of equitability and welfare and political goals of dignity and freedom. Umeabali, (2006) sees it as multi-dimensional change in the structures, attitude and institutions, as well as the acceleration of economic growth, the reduction of inequity and eradication of absolute poverty. He asserts that development involves economic growth components, equality or social justice components and socio-economic transformation component which all in a sustaining basis. It is a way of utilizing all the opportunities and resources available that gives room to the general population of equal opportunity to make their physiological and psychological needs, good government as well as right to live both now and tomorrow. A Capital Development Authority is a kind of entity found in various countries that is concerned with the municipal development of the capital city or capital. For example, the Federal Capital Development Authority (FCDA), Nigeria oversees the infrastructural and physical development (planning, design and construction) of the new Federal Capital. Ensuring that, it conforms to or surpasses the standard of new Capital cities around the world by paying special attention to inclusivity, functionality, design and aesthetics. They are designated to develop and the execution of master plan to ensure a livable city. However, the extent of success is a matter of question. This is undeniable that sustainable use of space largely depends on the balance between planning control and community acceptance. In is undisputable fact that in the coming decades, as much as 80 percent of population growth and most economic growth in the developing world will occur in cities. In most of the world's largest cities, those responsible have introduced innovative ideas to improve the quality of urban governance. Some cities have begun preparing city development strategies that include integrated and participatory action plans to promote and sustain economic growth and improve living conditions for city residents. These developments bring with them the need for capacity building in a variety of disciplines, especially among those tasked with managing cities (Aktar, 2017; Chukwurah, 2000 and 2020s). Freire et al (2001) opines that cities and towns are marvelous and vital instruments of exchange, vital for the development of economic systems and social organizations. As Paul M. Hohenberg (1988) suggests, the extent of urbanization largely defines the place of exchange in economic life, and with it the extent of specialization and the role of markets, money, and credit. Cities provide the network and the nodes for transport and for communication, both for goods and services, and for knowledge. Summarily, Ahmed, (2000) in (Mowla, 1997) using Mahalla town typifies and exemplifies that the development of the city started in an indigenous way, which reflects societal values and norms. The mahalla (indigenous neighbourhood) was the civic unit managed by the panchayet (neighbourhood civic body). It was the panchayet's responsibility to respond to the needs of the mahalla including spatial development and maintenance of service facilities. In maintaining the environment, moral obligation of the citizens to the civic bodies was the key.

**Enigma:****History**

Enugu Capital Territory Development Authority (ECTDA) was established through an Act of Parliament enacted by Enugu State House of Assembly in May 2009. The Authority was mandated to supervise development programs, projects and activities within three Local Government Areas – the Enugu East, North and South that made up the new Enugu Capital City.

In her structural mandate, ECTDA has an inter-ministerial role to play, as the Enugu State Government law No. 5 of 2009, establishing the Authority stipulated that relevant under-listed MDAs shall be members of her Board to enhance the ease in the discharge of her legitimate duties; and they include:

i Ministry of Lands and Urban Development ii Ministry of Transport iii Enugu State Waste Management Agency

iv Enugu State Water Corporation v Ministry of Environment and Solid minerals vi Enugu State Tourism Board vii. Enugu State Fire Service viii The three (3) LGAs (Enugu East, North and South) and ix Ministry of Culture

The purpose of this Charter is to articulate, create and highlight on desired standards of improved service delivery and implement same to the masses who dwell, visit, and/or pass through Enugu State in areas of:

- Building plan Approvals
- Urban Renewal
- Development control and Infrastructural Management, among others in Line with the vision and mission of Enugu.(www.ectda.com)

**Mission:**

Efficiency in Infrastructural Management.

- Implementation of compliance with appropriate standards
- Co-ordination and monitoring of the provision and regulation of municipal services by MDAs.

**Vision:**

A New Enugu the best City for Business, Tourists and Residents in Nigeria

**Mandate:**

- To prepare an updated and comprehensive master plan for A New Enugu, that will be modern, serene, business-friendly, with functional infrastructure and public services.
- To Restore the City to Proper and Fit Standards by rigorous and continuous monitoring of development and enforcement of proper development standards. To recover, develop and maintain all public parks and green areas. Redevelopment of run-down neighbourhoods to restore them to proper standards; to upgrade the inner cities and eliminate slums.
- To co-ordinate the growth of Satellite Towns and New Development Areas to relieve housing pressure, increase supply of low and middle income housing, promote new areas for business, recreation and tourism.
- Promotion, Development and Investment in Sufficient Public Utilities, Public Services and World Class Infrastructure for Transforming the New Enugu Into a National Centre for Business, Investment and Tourism. Identification and Implementation of strategic projects and programmes requiring support by Government. Promotion of the Capital Territory as a Centre for Financial, Information and Communication Technology, Health, Education, Business, and Tourism.
- Advising the governor on issues relating to the development of the capital territory(www.ectda.com)

**The Enigma****Funds:**

Nwabuzor, (2012) opined that the performance of government agencies and enterprises have been disappointing and characteristically a dismal failure. This is simply due to funding by government. Though Umar, (2015) drives it further when he retreated on the financial support by the federal government to make sure programme succeed which Enugu state is not left out. Ejiofor, (1984) supports the assertion of Umar by saying “..... regrettably however the companies and agencies have not been able to show any concrete result to justify the huge financial resources”. The question one could ask is what happened to this fund allocated to energize the agency. Ikya, (1996) in his thirteen point agenda for effective and proper management program encapsulates and answered the above question by saying that revenue inspection is a very essential function for the reduction or prevention of revenue leakage. Revenue loss through staff malpractice is everywhere but is particularly rampant in developing countries” Anyebe, (2015) stated thus, “the worst enemy of the public is a corrupt public servant. A public servant should put himself in such a position where his personal interest does not conflict with his official duties. He should not take advantage of his position to unduly and illegally accept graft (bribe) in cash or kind, or allocate the resources at his disposal to personal use. To be emphatic this kind of malpractice could be the cause of the ‘marked’ and ‘unmarked’ issue in the collapsed newly erected filling station around Poly Clinic at the Presidential road, Ogui – Asata Enugu. One could as well reasonably ask whether approval was not given before the commencement of the building of the filling station/gas plant in such a water (river) area. Looking at it from the other side, yes fund could be provided by the government, but to say the fact, most government agencies including Enugu state government suffer from financial ailments. Ugwu, (2012) opines that urban government suffers from inadequate financial resources and high welfare services. (Chukwurah, 2012; 2013 and 2020) expounds on this by saying that the state and federal statutory allocations are not enough for onward practicability.

### **Leadership**

Leadership is a critical factor for the success of a person within an organization. Inactive and inexperienced leadership has significant impact on the agency. Leaders are people who make the difference. They manage to build and provide an attractive vision of how the future will look like for your organization, for the community and for each member of it. There are actions that reinforce the credibility of the leader and strengthen the rules on which the Organization bases its evolution. Leaders were found to act in an effort to bring about changes in the environment under which the organization operates. Not only do leaders respond proactively to shape conditions in their environment, but they also act in a similar fashion to bring about changes in their organization to exploit the opportunities emerging in their environments. It is also noted that the behaviours of leaders were important in influencing the actions of people. They found that whereas authoritarian leaders achieved higher levels of production, participative leaders were generally more effective in achieving higher-quality results. (Chukwurah, 2020; McGregor, 1984 and Sari, 2020) Leadership exists only with the acceptance of the followers. Organizations and nations today are been challenged and confronted with a lot of problems and as such they require exemplary leaders. The real job of a leader is to inspire the organization to take responsibility for creating a better future. The dominant quality desired in leaders was the ability to convey a strong sense of vision. Lack of vision is often cited as a key reason for the downfall of many chief executive officers. People are moved by a clear vision of a hoped-for future; they want a vision of the future that reflects their own aspirations. Hence, this ability to create a vision is an essential part of successful leadership. The visions that capture the imagination and the commitment of people are those that are shared. While people have a general understanding of the organizations’ goals, translating these into behaviours that lead to their realization is anchored in the inspirational aspects of the organization’s purpose and vision. The underlying reality is this: Until and unless the organization’s culture is aligned with the vision, little will be achieved. Unfortunately, in many organizations, the approaches used to align people with the vision and the strategies necessary to be successful have not kept pace with these changes. It is noted that having a compelling vision that touches the hearts and minds of those people. For the most part, visions do not “just happen”; they evolve over time. They may begin with a sense of purpose and the vision that is most likely to move people is one where those responsible for its implementation participate in its development (Bennis, 2009; Germano, 2010; Chirimbu, 2014; Simiyu, 2015 and Chukwurah, 2013).

### **Ordinate Interference and Political Patronage**

Unnecessary ordinate interference and political patronage affects capital development authority. Leadership is a critical factor for the success of a person within an organization. Leaders are people who make the difference. They manage to build and provide an attractive vision of how the future will look like for their organization for the community and for each member of it. Leaders were found to act in an effort to bring about changes in the environment under which the organization operates. Not only do leaders respond proactively to shape conditions in their environment, but they also act in a similar fashion to bring about changes in their organization to exploit the opportunities emerging in their environments (Sari, 2020). If you give someone a role to perform, allow the independence in that job so that person will perform the role without interference. On the issue concerning Enugu state capital territory development authority it is a different ball game. Ordinate interference and political patronage has over ridden the focus of leadership in the authority. To be emphatic, the chief executive of the authority is seen to be under the armpit of the chief executive of the state. Functionalism in action and organizational roles of Chairman of ESCTDA became stamped and unattainable. This Ordinate interference underpin functionalism. The primary concepts within functionalism are collective conscience, value consensus, social order, education, family, crime and deviance and the media.

There are actions that reinforce the credibility of the leader and strengthen the rules on which the Organization bases its evolution. Organisation faces so many challenges not to talk of organisation that are ubiquitous like environmental organisation with its attendant problems. Urban environmental problems are of different dimensions and are mostly due to geologic, climatic and

cultural factors. However, the cultural factors seems to be more pronounced in the Nigerian context because most of the identified urban environmental issues are so much associated with the way of life of the people, either as reactions to urbanization or their spatial heritage. It has been very difficult if not impossible to develop Abakpa-Nike, Ugwuaji, Obiagu and part of Emene metropolitan area because of this cultural obnoxious act of the residents. This has culminated to managers and leaders facing the challenges of creating and maintaining a management culture which would be consistent with the objectives of the Organization and the nature of the activities carried out under it. They are designated to develop and execution of master plan to ensure a liveable city. However, the extent of success is a matter of question (Aktar, 2017; Ahmed, 2012; Anazodo, 2014; Chirimbu, 2014; Nwakoby, 2020; Várgolici, 2013)).

One of the major challenges faced by leaders or chief executives of metropolitan arena or cities is political interference. This occurs when political leader(s) interfere with decision making in public administrative matters such as planning, organizing, staffing, directing, coordinating, reporting, and budgeting as well as allocation and use of public funds. One is amazed the ongoing demolition in Enugu metropolitan city and the sudden stoppage by the Chief Executive of the state as against the wish of the Chairman of the authority who is poised according to him taking Enugu back to its glory and ensuring the master plan is instituted to the letter. Among various leadership challenges facing low developing democratic countries especial African countries is the political interference in administrations (Wangwe, 2012).

It has to be noted that when the administrative institution is politicised chances for corruption increase and the appointments to key posts are made not on the basis of merit but extraneous considerations. We wonder how some buildings will be 'marked red' and asked to stopped work and the sudden surprise asking the same people to continue the development even when the building or buildings are wrongly located. Also we are brazenly amazed on quick and sudden approval of many collapsed buildings in the metropolis. The reason is not fare fetched other than corruption and unmeritorious appointments. (Akam, 2020; Bendor, et. al. 2003; Chang, et al. 2013; Chukwurah, 2020; Nduba, 2020; Nwakoby, 2020 Nwobi, 2020 and Ugwuibe, 2020).

Precisely, the public administration smells foul-play and all these provide occasions for communities, quarters, and citizenries to engage in riots and agitations in demanding for enquiry or dismissal of the concerned official. These protests adversely affect every section in the country.

Politicians interfere unnecessarily in public administration matters, exploit the public officers and present an exaggerated picture of public administration officers' works. In the recent demolished buildings in Enugu metropolitan some of the buildings of the so called Politicians were not affected even when it ought to be. They are encouraging societies to engage in demonstrations and agitations for narrow political gains. This is the case of His Excellency in the state.

## METHODS AND MATERIALS

The study adopted both exploratory and descriptive designs to collect all the empirical facts to make in-depth investigation on The Enigma of Capital Territory Development Authority Initiative Vis A' Vis Enugu State. All the archival research wherein available and appropriate research reports and publications in public and private libraries, newspapers and magazines together with available materials in the cyberspace – the internet were consulted. Other sources of data include conference and seminar papers, government publications and gazettes, etc. The study deployed both simple percentages and hypotheses in the analysis. The testing of hypotheses is important in other to either validate or nullify the hypotheses formulated for this research work. These hypotheses are tested using chi-square ( $\chi^2$ ).

## DATA PRESENTATION AND ANALYSIS

Data were collected from both the primary and secondary sources for this project. In determining the sample size for the study, the Yaro Yamani (1964) mathematical model was applied to deduct the sample from the population.

According to Yamani

$$n = \frac{n}{1 + N^{(e)^2}}$$

Where  $n$  = sample size

$N$  = population

$e$  = degree of tolerable error

$I$  = constant

Substituting the formula and allowing 5% error margin, we have the following

$$n = \frac{116}{1 + 116 (1.05)^2}$$

$$n = \frac{116}{1+116 (1.0025)}$$

$$n = \frac{116}{1+116 (1.05)^2}$$

$$n = 90$$

Therefore, this research work was based on ninety (90) respondents of the authority.

The total population is one hundred and sixteen (116) employees. Accordingly questionnaires were distributed among the ninety (90) selected respondents of ESCTDA. The essence is to outline the views of the respondents toward questions and to ensure that all the departments of the company are adequately represented. A Total of ninety copies of questionnaire were distributed among the respondents, out of which eighty (80) copies were returned and ten (10) copies could not be retrieved. These are mathematically represented thus: Total no of questionnaire = 90

Total no of questionnaire returned = 80

Total no of questionnaire not returned: 10

$$\text{Therefore } 80 \times 100 / 90 = 88.09$$

Hence % of questionnaire returned = 88.09%

$$\text{Therefore } 10 \times 100 / 90 = 11.11$$

Then the % of questionnaire not returned 11.11%

Therefore, the data presentation, analysis and discussion of results is based on the eighty (80) copies of questionnaire that were returned; representing 88.09% return. In analyzing the data, simple percentage was used, whereas the hypotheses were tested using chi-square ( $\chi^2$ ).

**Table 1** Sex Distributions of the Population

Sex	Frequency	Percentages (%)
Male	108	93.10
Female	08	06.90
Total	116	100

Sources: Field Survey (2020)

From the table 1 as represent above, seventy (108) of the respondents are male, whereas ten (08) of them are female, and thus representing 93.10% and 06.90% of the respondents respectively. This distribution underscores the fact that most of the workers are males, which is attributed by the fact that in the capital authority, males are mostly needed in take positions as drivers, leaders and field workers.

### Test of Hypotheses

The testing of hypotheses is important in other to either validate or nullify the hypotheses formulated for this research work. The hypotheses are tested using chi-square ( $\chi^2$ ).

The formulae for chi-square shows thus

$$-(O-e)^2$$

e Where  $\chi^2$  = chi-square

O = Frequency observed e = Frequency Expected

**Decision Ride**

In applying chi-square ( $\chi^2$ ) to testing hypotheses, the following rule applies:

The null hypothesis is accepted if C.V. is less than T.V.

The Null hypothesis is rejected if C.V. is greater than T.V.

C.V. =Calculated value

T.V. = Table value/critical value or ratio.

**Testing of Hypothesis one (1) on the issue of Funding as it affects the efficiency and effectiveness of the capital development authority.**

RESPONSES	STRONGLY AGREE	AGREE	UNDECIDED	DISAGREE	STRONGLY DISAGREE	TOTAL
Question 1	50	10	15	5	0	80
Question 2	13	17	2	20	28	80
Question 3	36	23	14	2	5	80
Question 4	45	30	5	0	0	80
Question 5	144	80	36	27	33	320

Sources: Field Survey (2020)

In determining the expected frequency

$$R_1 C_1 = \frac{80 \times 80}{320} = 20$$

$$R_1 C_2 = \frac{80 \times 144}{320} = 36$$

$$R_1 C_3 = \frac{80 \times 80}{320} = 20$$

$$R_1 C_4 = \frac{80 \times 27}{320} = 6.75$$

$$R_1 C_5 = \frac{80 \times 33}{320} = 8.25$$

$$R_1 C_6 = \frac{80 \times 36}{320} = 9$$

$$R_2 C_1 = \frac{80 \times 80}{320} = 20$$

$$R_2 C_2 = \frac{80 \times 144}{320} = 36$$

$$R_2 C_3 = \frac{80 \times 80}{320} = 20$$

$$R_2 C_3 = \frac{80 \times 27}{320} = 6.75$$

$$R_2 C_4 = \frac{80 \times 33}{320} = 8.25$$

$$R_2 C_5 = \frac{80 \times 36}{320} = 9$$

**: Applying** 
$$\frac{x^2 = (O-e)^2}{e}$$

$$X^2 = \frac{(80-20)^2}{20} + \frac{(144-36)^2}{36} + \frac{(27-6.75)^2}{6.75} + \frac{(33-8.25)^2}{8.25} + \frac{(36-9)^2}{9} +$$

$$\frac{(80-20)^2}{20} + \frac{(144-36)^2}{36} + \frac{(27-6.75)^2}{6.75} + \frac{(33-8.25)^2}{8.25} + \frac{(36-9)^2}{9}$$

$$X^2 = 1+ 1+1 +1+1+1+1+1+1 = 10$$

C. V. 10

Degree of freedom

(C-1) (R-1) (2-1) (5-1) 1x4=4 T. V. = 7.8

Therefore, from the result as presented above, the calculated value (C.V) is 10, and it is greater than the table value, which shows that Funding has significantly affected the efficiency and effectiveness of the capital development authority.

**Testing of Hypothesis two (2) on the issue of Inactive and Inexperienced Leadership as it impacts on the Agency.**

TABLES	STRONGLY AGREE	AGREE	UNDECIDED	DISAGREE	STRONGLY DISAGREE	TOTAL
<b>Question 6</b>	35	20	0	20	5	80
<b>Question 7</b>	40	22	8	6	4	80
<b>Question 8</b>	15	20	7	18	20	80
<b>Question 9</b>	40	8	2	10	20	80
<b>Total</b>	130	70	17	54	49	320

Sources: Field Survey (2020)

$$R_1 C_1 = \frac{80 \times 70}{320} = 17.5$$

$$R_1 C_2 = \frac{80 \times 130}{320} = 32.5$$

$$R_1 C_3 = \frac{80 \times 54}{320} = 13.5$$

$$R_1 C_4 = \frac{80 \times 49}{320} = 12.25$$

$$R_1 C_5 = \frac{80 \times 17}{320} = 4.25$$

$$R_2 C_1 = \frac{80 \times 70}{320} = 17.5$$

$$R_2 C_2 = \frac{80 \times 130}{320} = 32.5$$

$$R_2 C_3 = \frac{80 \times 54}{320} = 13.5$$

$$R_2 C_4 = \frac{80 \times 49}{320} = 12.25$$

$$R_2 C_5 = \frac{80 \times 17}{320} = 4.25$$

∴ Applying  $\chi^2 = \frac{(O-e)^2}{e}$

$$\frac{X^2(70-17.5)^2}{17.5} + \frac{(130-32.5)^2}{32.5} + \frac{(54-13.5)^2}{13.5} + \frac{(49-12.5)^2}{12.5} + \frac{(17-4.5)^2}{4.5}$$

$$\frac{(70-17.5)^2}{17.5} + \frac{(130-32.5)^2}{32.5} + \frac{(54-13.5)^2}{13.5} + \frac{(49-12.5)^2}{12.5} + \frac{(17-4.5)^2}{4.5}$$

$$X^2 = 1+ 1+1 +0+0+1+1+1+0+0 = 6$$

C. V. 6

Degree of freedom

$$(C-1) (R-1) = (2-1) (5-1) = 1 \times 4 = 4 \quad T. V. = 7.8$$

From the result as presented above; it can be deduced that calculated value (C.V) is 6, and it is less than the table value (T.V) which is 7.8. Therefore, from the result as presented above, the calculated value (C.V) is 6, and it is greater than the table value, which is 7.8 then that shows that Inactive and Inexperienced Leadership has Significant Impact on the Agency.

**Testing of Hypothesis three (3) on the issue of Unnecessary Ordinate Interference and Political Patronage as it affects Capital Development Authority.**

TABLES	STRONGLY AGREE;	AGREE	UNDECIDED	DISAGREE	STRONGLY DISAGREE	TOTAL
<b>Question 10</b>	45	25	0	10	0	80
<b>Question 11</b>	40	30	0	5	0	80
<b>Question 12</b>	10	18	0	22	30	80
<b>Total</b>	95	73	0	37	30	240

Source: Field Survey (2020)

In determining the expected frequency

$$\begin{aligned}
 R^1 C^1 &= \frac{80 \times 73}{240} = 24.3 \\
 = 80 \times 95 &= \frac{31.7}{240} \\
 = 80 \times 30 &= \frac{12.3}{240} \\
 = 80 \times 0 &= \frac{0}{240} \\
 = 80 \times 73 &= \frac{24.3}{240} \\
 = 80 \times 95 &= \frac{31.7}{240} \\
 = 80 \times 30 &= \frac{12.3}{240} \\
 = 80 \times 0 &= \frac{0}{240}
 \end{aligned}$$

∴ Applying  $\chi^2 = \frac{(O-e)^2}{e}$

$$\chi^2 = \frac{(73-24.3)^2}{24.3} + \frac{(95-31.7)^2}{31.7} + \frac{(30-10)^2}{10} + \frac{(0-0)^2}{0} +$$

$$\frac{(73-24.3)^2}{24.3} + \frac{(95-31.7)^2}{31.7} + \frac{(30-10)^2}{10} + \frac{(0-0)^2}{0}$$

$$\chi^2 = 1 + 1 + 1 + 1 + 0 + 1 + 0 + 1 + 0 = 7$$

C. V. 7

Degree of freedom

$$(C-1) (R-1) (2-1) (5-1) \quad 1 \times 4 = 4 \quad T. V. = 7.8$$

Therefore, from the result as presented above, the calculated value (C.V) is 7, and it is less than the table value (T.V) which is 7.8. Therefore, from the result as presented above, then it shows that that Unnecessary Ordinate Interference and Political Patronage affect Capital Development Authority.

## CONCLUSION AND RECOMMENDATIONS:

### Conclusion:

This researcher studied Enugu capital territory development authority. It has identified the problems militating against the optimal performance of the agency as lack of funding, inactive and inexperienced leaders and unnecessary ordinate interference and political patronage. It went further to expose its effects on the operational efficiency of this authority as well as on the socio-economic development of Enugu state. The findings were quite revealing and mind boggling, an indication that the agency has performed woefully over the years, and are besieged with centripetal and centrifugal problems; negating their supposed contributions to the development of the state. Finally, I hope this research will engender the development of the state as it continues to the reposition of the economy to ensure national development.

### Recommendations:

The government and it cronies including the Governor should stay clear of the day-to-day running of the agency. The management of this agency should be given free hand to operate. This will enable the government to be in a better position to hold management accountable in event of poor performance and entropy.

Government should jettison political patronage in the appointment of members of the agency and management. Competence, merit, experience and education should be adopted as the yardstick for appointment and employment. This will ensure that the agency rest on capable hands and not on the hands of mediocre.

The government should ensure that the welfare of all employees in the capital development authority is taken care of most especially the junior staff and ad hoc-staff that carry out the more tedious tasks. They should be motivated to be at par with their contemporaries at the organized private sector. The motivations should not only be on financial terms, but based on other relevant incentives.

The government should as a matter of fact strengthen the National Orientation Agency (NOA), Radio and Television Houses (ETV, NTA) and other information Agencies to enlighten, educate and re-orientate the public on the need and imperative of capital development or urban development.

Finally, the government should use the anti-grafting agencies such as code of conduct bureau (CCB), Independent Corrupt Practices and other related Offences Commission (ICPC), Economic and Financial Crime Commission (EFCC), etc, beam at her searchlight on the staff and management of the agency.

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