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**STRENGTHENING INSTITUTIONAL CAPABILITY FOR EFFECTIVE  
ENTREPRENEURSHIP CAPACITY DEVELOPMENT IN NIGERIA**

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**Abstract**

*The study examines and seeks to assess the institutional capacity building for effective entrepreneurship development in Nigeria. In order to establish specific factors and challenges of the tertiary institution capacity building, descriptive and inferential statistical methods were employed. Data were collected from existing records and findings of opinion on the subject matter through the use of structured questionnaire. Stratified sampling technique was used to select the 235 respondents for the study. The population for the study comprised staff and students of Federal, State and Private Universities in South-West Zone of Nigeria. Out of 235 contacted 205 staff and students responded to the questionnaire for the study. The internal consistency of the questionnaire was determined using Cronbach Alpha. Data obtained were analyzed using mean, frequency count, percentages and one-way analysis of variance. The study reveals that out of the ninety (90) Universities and a total of One hundred and fifty two (152) tertiary institutions (Federal, State and Private) only one has a full Department of Entrepreneurship preparing students for B.Sc degree in Entrepreneurship. This department is domiciled in the College of Management Sciences while a few were basically focused on small business development, administration and management. Also observed was the capacity inadequacy in both the public and private sector for entrepreneurship education development and the need to restore quality teaching and research in the institutions. The study recommends that both public and private sectors must be involved in strengthening and building up effectively adequate capacity in all critical areas to ensure entrepreneurship development.*

**Keywords:** - Capacity Building, Institutional Development, Entrepreneurship, Education, Institutional Capability.

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## **Introduction**

Contemporary global experience demonstrates clearly that in the development process what matters most is the strength of a country's institutions and not the size or the population, or the number of institutions nor the endowment of the resources. According to Aluko-Olokun (1997), it is how the institutions are organized in a society that will determine whether the citizens are able to exploit the opportunities they are endowed with for entrepreneurial development. Evidently, there are some nations not abundantly endowed in human and material resources, but yet are doing very well, such nations include, Switzerland, Austria, Israel, Singapore, etc and to a large extent, Japan belongs to this group of nations. According to Essien (2000) the inspiring example of Japan is not necessarily repeatable anywhere and everywhere. They all live by their wits and they are all very successful nations in this century. The Nigeria Vision 2010 Committee recognizes the critical importance of appropriate institutions to its overall success and advocates strongly that our public and private institutions must reflect our shared core values in order to gain respect, credibility and acceptance of citizens. These values according to Olokun (1997) include incorruptibility, social discipline, hard work and reward for excellence, fairness and respect for constituted authority. The vision 2010 Committee was concerned about how to create sound institutions for the implementation of the nation's policies and programmes.

## **Capacity deficiency**

Nigeria, though a developing country, is equally according to Otokiti (2015) one of the richest oil producing countries and with extensive natural resources like crude oil, petroleum, forest and quarry resources in the world. However, the lack of sufficient entrepreneurs, creative process, insufficient capital or fund for basic technology acquisition combined with high level of corruption are more than barriers for national development. Otokiti opined that we can develop our nations if we have entrepreneurship policy that works. It plays vital role in national development. Through entrepreneurship, we can develop new products, enter into new market, new process, and new mechanism, generate employment opportunities for young graduates and create army of creative thinkers, and innovators that can best utilize both tangible and intangible resources of the country. In fact, there is evidence to lack of positive attitudes and commitment towards enterprise development, which is due to the lack of national orientation to its importance. Otokiti argued that we have not actually evolved people oriented enterprise business, rather all forms of imported concepts and

ideologies, that have not really moved the country to substantial indigenous enterprise oriented level are in operation.

Therefore the challenge ahead of us as a nation is the creation and the strengthening of our institutions that will enable us to translate our efforts and visions into reality. In achieving the objective and vision for self-reliance, full employment and economic development, particularly in engendering the desired skill from job-seeking to job-creating, as the engine of growth in the years ahead, there is the need for institution capacity building to enhance the ability of Nigerians to become self-reliant and take control of their destiny. The present downturn in the economy in recent years has made this more compelling and imperative, hence the need for this study.

### **PURPOSE OF THE STUDY**

To achieve economic viability through entrepreneurial development and against the backdrop of contemporary global experience and global realities as rapid technological change, globalization and liberalization the vision 2010 committee suggested that Nigeria must focus more attention in years to come on Education, Population, Health, Industry, Agriculture, Solid Minerals, Infrastructure, Unemployment, Rural Development, Small and Medium Scale Enterprise and Entrepreneurship education.

Ideally, strengthening Institutional capacity and massive investments in education, human resource development, health, technology information system and infrastructural development, according to Aluko-Olokun 1997, will serve as drivers of quantum leap forward to support economic development needs in both urban and rural communities and attract investments as well as generate employment opportunities to meet the basic needs of the people.

In all these areas, and issues, bold and decisive actions must be taken to achieve complete transformation of the country and for her to join the ranks of the developed countries. To be able to achieve the required targets and set objectives for the Nation, particularly in engendering the nation's economic viability through entrepreneurship development, therefore calls for massive capacity building of our institutions both for training to improve skills and in the quality and scope of educational development in virtually all disciplines in sciences, engineering and technology.

This is what has motivated this study, to examine our Institutional Capability for Effective Entrepreneurship Capacity Development and Education.

## SUMMARY OF LITERATURE REVIEW

According to Potter Brough, and Richard (2004) Capacity building is the process by which individuals and organizations obtain, improve and retain the skills, knowledge, tools, equipment and other resources needed to do tasks and jobs completely or to a greater capacity (Larger Scale, larger audience, larger impact, etc). Capacity building and capacity development are often used interchangeably. The World Bank described capacity as a broad concept that has been variously defined in the development community, as the combination of people, institutions and work practices that permits countries to achieve their development goals. Capacity promotes self reliance in a country and the ability of people and institutions to make choices and take actions to achieve the objectives they set for themselves. With capacity comes the ability to identify and analyze problems, formulate solutions and implement them. Simply put, therefore, capacity building is concerned with the development of human capital, instructions and work practices. Aluko-Olokun (2014) argued that capacity building is a means to an end, rather than an end in itself. For it to be effective therefore capacity building must be focused on the nation's development needs. It must also be people centred.

Odeck's (2005) position paper on Institutional Capacity Building (ICB) encompasses three main activities (i) skill upgrading (ii) procedural improvements and (iii) organizational strengthening.

Implied in all this is the view that capacity building in a country depends on such factors as institutions, human resources, financial and mental resources and work practices: -

- a. The institutions for capacity building in Nigeria according to Aluko-Olokun (2014) are varied: -

The organizations may be public or private sector oriented and may be economic, social or political. They also include Non-Governmental Organizations (NGOs). For our purpose in this study relevant institutions include Universities, Polytechnics, ASCON, ITF, CMD, Institute for Policy and Strategic Studies (NIPSS), NIIS and FITC etc. also included are various research institutes, think tank organizations and others that influence the capacity of the country to develop.

- b. Human Resources: - The Human resources available to these institutions refer to both the number of people available and the levels of skills available in the institutions for policy analysis, planning, programming, and budgeting and for project implementation. Above all are the

leadership and management skills available in the institutions for effective capacity building.

- c. The financial and material resources available to these institutions are important for effective deployment for capacity building. These have been dwindling in recent years.
- d. The work practices followed by these institutions include such arrangements and procedures as bureaucratic structures, devolution and delegation of authority: personalization of power and patronage.

### **CAPACITY PROBLEMS: THE PUBLIC SECTOR**

According to Aluko-Olokun (2014), there are at present, institutional weaknesses which affect capacity development both in the public and private sectors of the economy as evidenced by the near absence of modern management techniques, lack of efficient procedures and practices and poor communications system in both sectors. These weaknesses are more noticeable in the public sector where there is a preponderance of low motivation resulting in poor performance.

### **CAPACITY PROBLEMS: THE PRIVATE SECTOR**

Although, the populace puts much hope on the need to shift emphasis from the public to the private sector as the engine of growth of the economy, there is, at present, according to Odetola (2010) serious capacity deficiencies in the private sector (informal sector) itself which are attributable, among others, to historical antipathy towards the private sector, (Informal sector) poor policy prerogative of Government rather it is the obligation of every Nigerian.

Studies have also shown that the downturn in the economy has resulted in high turnover of skilled manpower especially professionals – engineers, technologies, medical doctors and medical personnel, accountants, etc. it aggravated the brain drain, creating in the process further manpower shortages in virtually all levels of manpower. Mostly affected by the brain drain are our universities, hospitals, industries, the public and the private sectors.

### **Entrepreneurship capacity development and institutional capability**

Puri and Robinson (2005) argued that when institutional structures such as governmental systems, educational institutions, financial institutions, laws and other disciplines in sciences, engineering and technology are not well structured, within the market economy, entrepreneurship activities may be affected. Evidently among these institutions the educational system is one of the most influencing factors in venture creation process because it develops human skill

and knowledge, imparts ideas attitudes and value as well as stimulates creativity in the youth NACETEM (2012)

It follows from this that infrastructure according to NACETEM (2012) is perhaps one of the most significant factors affecting the growth and development of entrepreneurship most especially in the developing countries. This has manifested in the inability of most developing countries to complete in the global economy. In NACETEM's study, infrastructure was considered in the following perspective: - public utilities (power, telecommunications, water supply, sanitation and sewage, solid waste collection and disposal, and postal services); public works (Roads and dams, canal works for irrigation and drainage); transportation, railway, ports and waterways, airports and air transportation); health and education. The impacts of these infrastructure on entrepreneurial activities were felt more in the commercial centre of the country. These centres were the hub of manufacturing industries and commercial activities, where the headquarters of major national and international manufacturing, business, and financial institutions are located. They are part of the most important points for the dissemination of information and innovation throughout the country. For instance, Lagos, which is the main industrial hub in Nigeria, experienced the impact of inadequate infrastructural facilities more than other parts of the country with less entrepreneurial activities.

### **GLOBAL INSTITUTIONAL CHANGES**

The sensitive changes refer to those problematic and problems of urgent attention at institutional levels. According to Otokiti (2015) they include:

- a. Review of quality expectation and global/regional acceptability of products (tangible and intangible) of University system (Intra - institutional linkages) and internationalization of our institutions.
- b. Urgent requirements for re-alignment and re-adjustment of previous strategies on entrepreneurship and skill development and a major change in the present curriculum for EDS.
- c. Evaluation and upgrading of low level competitiveness of our graduates from Nigeria System.
- d. Employable options and relationship between present institutional entrepreneurship curriculum and provision of infrastructure by regulatory and supportive institutions.
- e. Relevancy of all colleges and programmes that must be explained to all institutional Managers of Colleges, Schools and Department.

- f. Need for training of new Faculties willing and unwilling to join the fleet of resources experts required for development of new expectations in enterprise led-growth.
- g. Demystification of Enterprise as Business-led programmes for Engineering, Agriculture, Medicines, Technology etc, and take full responsibility as observed in the NICs.

Otokiti (2015) had earlier suggested that a University that is poorly funding her EDS centres, may be inefficient especially as a result of the following poorly-paid staff, lack of high level training facilities such as demonstrators, computers, laboratory, equipment and manufacturing centres; of these equipment, or possibly terminating the usage of existing equipment and laboratory staff (case of classical institution) and many a time, resulting to terminate, transfer, or redeploy otherwise productive faculty-staff else-where can be as equally inefficient and ineffective as well.

We equally have some new Universities, where level of inaction can be highly associated with lack of adequate manpower and funding of faculty and staff to design and develop entrepreneurship mini-demonstration centres or the lack of, or unwilling to do so. In this category are generous budget, yet due to political pressure and sharing, nothing to show to proprietors in term of effective and efficient use of this paper based allocated fund Clerk (2015).

These two institutional models therefore, according to Otokiti (2015) lead to:

- A drag on institutional capacity to produce employable manpower, wealth creators, innovators and possibly entrepreneur and instead, we roll out in thousands, graduates that are unemployable and ill-equipped to take advantage of the few work opportunity.
- Clark, (1998) on the level of entrepreneurial European University is much more relevant today in developing economies. Clark set an analytical stage with a portrayal of the University's demand overload coupled with chronic under funding from government" an increasingly restricted, rigid, territorial and inward-looking institution, which made Clark observed as follows:

Governments indicate they can pay only a decreasing share of present and future costs. "Underfunding" becomes a constant, Traditional university infrastructure becomes even more of a constraint on the possibilities of response..... Elaborated collegial authority leads to sluggish decision making... the senate becomes more of a bottleneck than the administration.... Faculties, schools and department...

tend to become separate entities with individuals privileges... Resources go to maintenance rather than to the inducement and support of change, as demands race on, and response capability lags, institutional insufficient results. A deprivation of capability develops to the point where timely and continuous reforms become exceedingly difficult.

In a related sense Bruce (2012) presented an impact analysis on (i) producer-institutions (ii) consumer - client - the students and (iii) the parents in the producer - institutional impact analysis, four (4) consequences were identified namely:

- Loss of institutional capacity to respond and to change in curriculum design to fit work environment.
- Loss of faculty, or loss especially of the best faculty, or loss of faculty allegiance and morale (due to declining comparative salaries), in relation to loss of much of the faculty's time and attention (as they are forced to "moonlight" elsewhere to maintain real wages);
- Inability to purchase, equip, solution centre, develop wealth creation centres, replace, or update, equipment, including, computers, laboratory equipment, and library material; and
- Deterioration of existing physical plant, and inability to expand physical capacity to keep up with increasing enrollment in institutions (entrepreneurship practical need-build, use, demolish, reassemble models for each set of students) commonly impossible.

To buttress this position, a look at UNESCO and World Bank Multinational Task Force on Higher Education and Society which considered mainly issues in developing countries reports that: - as a result, higher education systems in developing countries are under great strain. They are chronically underfunded, but face escalating demand - approximately half of today's higher education students live in the developing world. Faculty are often under qualified, lack motivation, and are poorly rewarded. Developed countries, meanwhile, are constantly raising the stakes. Quite simply, many developing countries will need to work much harder just to maintain their position, let alone catch up. There are notable exceptions (India, South Africa) but currently across most of the developing world, the potential of higher education to promote development centre is being realized marginally – UNESCO (2015).

### **CAPACITY DEFICIENCY**

Earlier studies have shown that there exist capacity inadequacies in other institutions such as the judiciary and in the whole of our legal system. Aluko (2000), opined that the long backlog of cases, both civil and criminal, in our

courts is an indication of such capacity inadequacy. Such inadequacies in a critical sector like the judiciary and in our legal system are no doubt, serious constraints to the development of capacity in the public and private sectors and in the civil society. Yet, the private sector which is supposed to be our new engine of entrepreneurship growth and development cannot develop without an effective and efficient legal framework, modern laws and adequate protection of property rights and legitimate businesses.

Economic liberalization under the new dispensation calls for a lot of entrepreneurial creativity and foreign investments in the economy. Unfortunately, foreign investors have little confidence in the machinery of justice, not only in Nigeria, but in the whole Africa. This among others, partly accounts for the low level of direct foreign investments in Africa (outside South Africa), when compared to other parts of the developing world.

Chen, Greene and Creek (1998) had earlier stated that the success of entrepreneurship education is dependent on input from mentor; that is lecturers, instructors, business owners, or professional, managers.

### METHODOLOGY

The study examines capacity building in our institutions both for training and education and for effective entrepreneurship development. The study adopted survey and documentary, analysis research methods. The study examined Institutional capacity with a view to formulating appropriate institutional capacity building capable of successfully strengthening and supporting our entrepreneurship development needs.

The research involves collection of data from existing records and findings of views on the subject through the use of structured questionnaire. The area covered by this study consists of all tertiary institutions in southwest zone of the Nigeria i.e. Universities, Polytechnics and Colleges of Education Technical in Lagos, Oyo, Ogun, Ondo, Ekiti and Osun State of Nigeria.

Stratified proportional random sampling technique was used. Samples were obtained from the (235 respondents) list of Academic Staff, students, graduates, and non-academic senior staff of sampled Universities, Polytechnics and other higher institutions in the survey areas.

**Table: Distribution of Tertiary Institutions in Nigeria**

**Table 1**

TYPE	UNIVERSITY	POLYTECHNIC	COLLEGE OF EDUCATION (TECHNICAL)
<b>FEDERAL</b>	40	17	7
<b>STATE</b>	44	26	-
<b>PRIVATE</b>	68	7	-
<b>TOTAL</b>	152	50	7

Source: NUC, (National Universities Commission)

**Table 2: Distribution of Tertiary Institutions sampled**

		LAGOS	OGUN	EKITI	ONDO	OYO	OSUN	TOTAL
<b>FEDERAL</b>	University	2	1	1	1	1	1	7
	Polytechnic	2						2
	College of Education Technical							1
<b>STATE</b>	University	1	2	1	1	1	2	8
	Polytechnic	2	3			1		5
	College of Education Technical		1		1	1		3
<b>PRIVATE</b>	University	3	5	2	2	5	3	20
	Polytechnic	2	1			3		6
	College of Education Technical	-	-	-	-	-	-	
<b>TOTAL</b>		13	12	4	5	12	6	52

Source: Survey Statistics (2019)

## SUMMARY AND ANALYSIS OF FINDINGS

### EXISTING STRUCTURES FOR ENTREPRENEURIAL EDUCATION DEVELOPMENT

The study reveals that entrepreneurship education in Nigeria tertiary institutions was late to start, slow to develop and until year 2006 only a few institutions had programmes dedicated to entrepreneurial development education. This corroborates the funding of Afolabi et al (2008) and NACETEM (2012) that up till 2006, entrepreneurship education in Nigeria tertiary institutions was in its early development stages. The study also reveals that by 2006, only one (1) out of ninety (90) Universities and the total of one hundred and fifty two (152) tertiary institutions (Federal, State and Private) had a full department of entrepreneurship preparing students for B.Sc degree programme in Entrepreneurship and is domiciled in the College of Management Sciences while a few were basically focused on small business development and management.

The study also observes that many of the physical structures are dilapidated in many institutions, while the quality of education at all levels has also been declining over the years  $\bar{x} = 4.35$ . Staff and student morale is abysmally low  $\bar{x} = 4.24$ .

A large proportion of respondents asserted that there is capacity inadequacy in the institutions for entrepreneurship education development  $\bar{x} = 4.54$ . Many respondents also expressed; the need to restore quality teaching and research in the education system and include entrepreneurship  $\bar{x} = 3.55$ , upgrade remunerations of the personnel in the tertiary institutions; improve atmosphere for conducive entrepreneurship learning, create and enhance the quality of education and of the graduates  $\bar{x} = 4.91$ . The development of human capital is

an essential precondition for the country’s economic, political and socio-cultural and institutions transformation  $\bar{x} = 4.05$ .

### Entrepreneurship funding in tertiary institutions

A large proportion of the respondents indicated that the state of our institutions and Entrepreneurship funding is characterized by: A slow, but unrelenting and worsening of the financial condition of most Universities and other institutions of higher learning  $\bar{x} = 4.52$ . Over dependency of these institutions on government, tax revenue generated from taxes that are unwillingly paid  $\bar{x} = 4.56$ . Both operational and administrative running cost, available level of revenue obtainable from (tuition and fees from parents and students.  $\bar{x} = 4.62$ . Need to accommodate increasing enrolment (degree expansion). Scarcity of resource persons, high cost of other inputs, particularly vocational experts, equipment (on scientific, computing enterprises).  $\bar{x} = 4.60$ . The analysis also indicate that some higher institutions are perceived as unconnected to the needs of the community where they are located  $\bar{x} = 3.25$ .

### Summary of the analysis of variance of the responses

Table 3

SOURCE OF VARIANCE	SS	DF	MS	F	LEVEL OF SIGNIFICANCE	REMARKS
BETWEEN GROUP	0.001	2	0.0005	-0.039	.05	NS
WITHIN GROUP	2.935	72	0.040			
TOTAL	2.936	74				

Source: Authors Computation (2019)

**SS= Sum of Square, Df = Degree of Freedom, ms = means square, F = F-ratio, NS = No Significance**

Data in table 3 shows the results of analysis of variance (ANOVA) summary on data regarding the participants view on the existing structure and capacity of tertiary institutions for entrepreneurial development in Nigeria. The data shows that there is no significant difference between the test score results of the respondents on the existing structure of and capacity of tertiary institutions for entrepreneurship development with an F-ratio of -0.039. Since our ratio is less than the table value of 3.13 therefore the null hypothesis was upheld.

## DISCUSSIONS

### EXISTING STRUCTURES FOR ENTREPRENEURSHIP EDUCATION IN OUR TERTIARY INSTITUTIONS

The findings of this study are meant to represent a guide in stimulating the need and awareness of the challenges and problems being faced by the existing tertiary

institutions for entrepreneurship education and development. A major observation from the response of the participants is the dearth of, and inability to purchase and equip innovation centres, develop wealth creation centres, replace or update equipment and facilities, including computers, laboratory equipment, create skill development centres and library material.

It follows from this the deterioration of existing physical plants, and inability to expand physical capacity to keep up with increasing enrollment in institutions (entrepreneurship practical need-build, use, demolish, reassemble models for each set of students) becomes commonly impossible.

Otokiti's earlier observation is used here to buttress the position of UNESCO and World Bank Multinational Task Force on Higher Education and Society which considered mainly issues in developing countries reports that: -

"As a result, higher education systems in developing countries are under great strain. They are chronically underfunded, but face escalating demand – approximately half of today's higher education students live in the developing world. Faculties are often underqualified, lack motivation, and are poorly rewarded. Developed countries, meanwhile, are constantly raising the stakes. Quite simply, many developing countries will need to work much harder just to maintain their position, let alone catch up. There are notable exceptions (India, South Africa) but currently across most of the developing world, the potential of higher education to promote development centre is being realized marginally".

The great challenge ahead of us as a nation therefore is the creation of the building and the strengthening of institutions capacity that will enable us not only to provide quality entrepreneurship education, but more significantly, trained manpower in the various disciplines and especially in technology maintenance culture and sciences.

The study also observed that the indigenous private sector also suffers from lack of adequate entrepreneurial skills and support services such that today, capacity deficiencies exist in this sector in key areas. There is a gross mismatch of skills in the economy. The collapse of many banks and financial institutions in the last few years and the current distress syndrome in the banking sector, for example, can, to a large extent, be traced to inadequate skills or capacity deficiency. Key institutions such as the various Chambers of Commerce and industry which ought to be able to offer the much needed support services and advice to the organized private sector are themselves, according to Olokun, weak and lack the necessary skills or are inadequately equipped with up to date information to do so effectively. The informal sector is an essential part of the private sector. It is unorganized, lacks access to training and has very limited, if any access to formal

training and banking credits. This area also cries for attention in terms of capacity building, and institutional strengthening.

## **CONCLUSION**

It may seem clear to us as a result of the study that the future prospects of institutional capacity building for effective entrepreneurship development in Nigeria will depend to a large extent on provision of qualified and adequate manpower (Human Resource) and funding of faculties and institutions in designing and developing entrepreneurship demonstration centres in tertiary institutions.

While there is an urgent need to restore quality teaching and research in our education system, the remunerations of the personnel in these institutions must be upgraded and an improved atmosphere conducive for learning must be created to enhance the quality of education and of the graduates. Institutional capacity cannot be enhanced where there is very low morale.

On Human Resource Development, the study expressed that sufficient attention has not been given to the development of human capital which is an essential precondition for a country's economic, political and socio-cultural transformation. Human capital as Nigeria's most valuable asset and needs must be mobilized, developed and empowered to participate fully in all programmes of socio-economic development. Human resource constitute the ultimate basis of the wealth of a nation. The level of human capital development in Nigeria can be ascertained by examining the country's education system, youth development and women empowerment programmes, health care delivery system and population programmes. The above succinctly describes the thinking and observation of respondents on this study on the importance of Human Resources Development in the process of strengthening the institutions' capacity for entrepreneurship development.

## **RECOMMENDATIONS**

The government should look into the possibility of opening up more high quality capacity building centres such as the Institute for Policy and Strategic Studies, to the private sector as a way of enhancing capacity building in the private sector. Specifically, more private sector managers of private organizations and NOGs currently have capacity building institutions. The trainings by these centres are meant to complement the efforts of the government in capacity building. The government should encourage such organizations through grants and aids to enable them improve on the quality of their training.

In addition, there should be massive investments in education, health, technology information system and institution infrastructure which will serve as drivers of quantum leap forward to support economic development and institution needs. The challenge ahead of us as a nation is to create and build institutions that will enable us to translate our various visions into reality. For instance, the Vision 2010 recommends democracy, human rights and safety of life and property, all of which require efficient police force, as well as sound legal and judicial systems. These are critical institutions to achieve these laudable goals of the Vision.

In the same vein, for sound economic policy and monetary stability, we need to strengthen the Central Bank and the Federal Office of Statistics. In fact, under the new dispensation, there is an urgent need to clinically examine and sanitize all public and private institutions.

It must be noted, finally, that capacity building is a continuous and long-term process especially given our low literacy rate and the preponderance of capacity inadequacies in almost all institutions, disciplines and sectors in the country. Added to this is the reality that we have set socio-political and economic targets for ourselves as a nation so that by the year 2030 the country will be en-route to becoming a developed country. We must therefore continue to establish the required institutions to build capacity to meet the challenges of the targets that we have set for ourselves.

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