

INFLUENCE OF INTEREST GROUPS ON PUBLIC POLICY FORMULATION IN ANAMBRA STATE: ISSUES, CHALLENGES AND THE WAY FORWARD

¹Iwuokafor, Ugochukwu Chukwuagozie, ²Agbodike, Florence .C (PhD)

³Usulor, Ejike Solomon

Department of Public Administration, Faculty of Management Sciences, Nnamdi Azikiwe University, Awka

iwuokaforcugo@gmail.com

Abstract: This study sets out to examine the influence of interest groups in public policy formulation in Anambra state in the fourth republic. This was necessitated by the prevalent fallouts, strikes and disagreements that have existed between Anambra state government and interest groups. The theory adopted for the work is the Group theory and data were drawn mainly from secondary sources as content analysis was employed and reinforced with unstructured discussions and interviews. The study exposed disjointed policy issues in the fourth republic that caused the outburst of interest groups against the government with cases of chequered state of facilities in the health and education sector, unremitted pension deductions amongst others. Based on the findings, the researcher made recommendations amongst others that the Anambra State government should have a formal and statutory forum where the government meets with these groups to consistently deliberate on core sensitive issues as this will help to reflect the yearnings and aspirations of the people.

Keywords: Policy Process, Interest Groups, Public policy, Democracy, Policy formulation.

1. INTRODUCTION

In every democracy all over the globe, there is every need to establish agencies as facilitators to succession in the political process (Okoye, Chukwumeka, & Anazodo, 2004). Diamond, Linz and Lipset in Fatile and Okewale (2013) interprets democracy as a political system that meets this listed threshold: one – that promotes adequate and constructive competition within the large society consisting of groups, individuals and parties; two – a high level of mass participation in political issues like the choice of leaders via free, credible elections and choosing of policies; three – an unhindered rate of civil liberties on issues of governance, politics, policies, rights to expressions, press, and right to join and operate groups and associations. Democracy serves as a foundation for an effective policy community which are the policy actors including government at all levels, officials, various interest organisations, research, academic or professional groups, journalists and other counterparts who show interest on course of policy process (Eugene, 2008).

Once government exists, public policy becomes its major instrument for development. Public policies are specified plans, bullet points, undertaken by government to meet societal or governance challenges, counter threats and pursue specified obligations (Ajaegbu & Eze 2010). Via public policy formulation, government sets its plans and programs for the people. Then - people get involved in governance and government through engaging and influencing in certain activity of the system - and the most obvious form of participation comes through voting. They also influence governance process and its policy formulation mostly via interest groups. An interest group is an organized group which exerts, heaps or mount pressure on the government and its policy actors in order to protect or fulfill their interests (Okeke, 2014). Interest here depicts a specific group urge and desire to tilt government intentions, policies, allocation of public goods and values, (Abimbola, 2002). But developments in Anambra state faltered under the military watch because the masses were or rather not integrated in policy formulation process. The emergence of the fourth republic in 1999 resurrected dead hopes

of arresting the decayed socio-economic and political setbacks caused by the military wave. The fourth republic caved in a plethora of disjointed policy issues; graced with clashes and shortfalls between interest groups and government policy actors due to public policy issues covering the state of public infrastructures, health care and education facilities. Policies embarked by the government were seen to be lopsided and had a minimal or no direct impact on the masses (Eribake, 2010). In spite of various reforms and measures undertaken, there was no qualitative and progressive improvement in the living standard of the masses. In many cases, the situation of the people were worse off.

This work is centered on the Influence of interest groups on Public policy formulation: a case of Anambra state. Anambra is a southeastern state in Nigeria and the eighth most populated state with a total population of 4,177,828 million as at 2009 according to National Population commission gazette. Anambra ethnic indigenes consists of the Igbo's (98%) and the Igalá's (2%). The state is academically advanced - boosting a heavy presence of various levels of policy actors both at Federal and State levels since independence. The motivations of this paper is aimed at examining the disjointed issues and challenges that inspired the outburst of these interest groups against the activities of government in Anambra State. It also tends to identify the importance of interest groups participation in public policy formulation to Anambra State.

2. CONCEPTUAL AND THEORETICAL REVIEW

Public Policy and Interest Groups Conceptualized

A major advantage of public policy is to assure orderly administration because policies and decisions are key issues that concerns the polity. Public policy over years is a major instrument of governance which has served towards arriving at a progressive social welfare and well-being of the masses. Public policy as a concept has appeared controversial and hence perceived to denote varying things by various scholars. Its (public policy) variableness paved way for its users and the academia to conceptualize the term as it would suit scholarly purpose.

Dye (2011) posits that public policy is whatever government chooses to do or not to do. Public policy is a structured body of plan(s) put forward to guide an individual, government and groups in achieving a particular or collective task. It consists and cover's how government implements its distributive justice in public goods and rewards – and material services to the masses (Igbokwe & Agbodike, 2016). Anderson (2007) posits that it is goal focused – a necessary course, an action embarked by representatives or group of legal actors in an attempt to tackle public challenges or concerns. Chukwuemeka (2013) sees public policy as political pronouncements of government intentions by people in public trust. Decisions here are in principle and within the confines of the policy actors to attain. Public policy is a principle which guides and governs actions especially repetitive actions. Eyestone saw it “as the entire relationship of a government towards its political jurisdiction and environment (in Makinde, 2013).

Characteristics of public policy:

- (i) It deals with governance and administration in specific and concerned issues relating to economy, security, education, health, etc.
- (ii) Makes use of special agencies to ensure control and compliance.
- (iii) Involves legal expense of considerable amount of public resources.
- (iv) Resolves societal challenges especially those that needs immediate public or collective attention.

So - public policies are largely engrossed in legislative resolutions, laws, rules, promulgations, executive decrees, fiats, official and financial statements, political speeches, budgets, and judicial reviews (Ikelegbe, 2004).

Interest or pressure groups: Ehrman avered in (Okeke, 2014) that pressure groups are voluntary associations of individuals. They clique for the defense of a specific interest which is a pressured desire to influence government intentions hence attracting governance values and deliverables. Okeke (2014) posits that they are any organized group that moves to coax government decisions and not intending to seize formal powers. He further stated that they are ‘entities’, ‘protest groups’ or ‘lobby groups’ that persistently persuade the government from the outside. Clarke in (Adamolekun, 2000) contributes that they are occasionally private, non-profit and specified organizations possessing legal character, saddled with accomplishing civic welfare goals. In Okeke (2014) Baldo and Sibthorpe comprehensively stated that these groups consists of the civil society with expanse of voluntary associations serving as an interface between the individual and the state. Interest groups are bodies, legal, organized or unorganized, that actively seeks to support its distinct

interests in the society by coaxing public officials. They wheel their efforts toward convincing the legislative and executive arms of government, political parties, and in some cases collective public opinion.

Nonetheless, for the thrust of this paper, interest groups is interpreted in agreement with its generic meaning - those entities that persistently coax government management guidelines in approval of or against but does not attempt to saddle government positions. In sophisticated democracies they seek, get around public officials on key policy issues so as to ensure adoption of policy choices that favour their objectives. They tip lobbyists, sponsor members in the congress to advocate their course. They coax the bureaucracy in high priority areas - their specified interest's cuts across vast varieties within the economy like agriculture, tax, labour and security.

This assertion positions higher public servants making them key determinants in final policy results of the government. The onus on these groups as stakeholders in the policy process is banked on a pluralistic society and political pluralism if intensified will get these groups muddled in the activities of governance (Akhakpe, 2014). Aiyede (2005) noted that divergent interest groups leaped up on return to civilian rule in 1999. This resurgence is on the push and quest to widen the democratic sphere specifically tilting towards refocusing the consideration of the government on social wish and encouraging civic rights. So, we can agree in totality that the democratization processes is the opium of activities of interest groups.

3. THEORETICAL FRAMEWORK AND METHODOLOGY

In consonance with the group theory of politics, public policy is an outcome of group agitations. Public policies today are agreement and consensus reached during (group) struggle. Holistically it epitomizes a concise equity (balance) the opposing factions or groups persistently and arguably tug to their benefit. Countless public policies mirror the activeness of these factions. Group theory nests on the argument that interactions and agitations amidst groups are the central gospel of political life. The group theory of politics was originated owing to the shortfall of the elite theory in clarifying politics in a pluralistic society, where power, rather than fixed in the enclaves of these selected few, is handled and dispersed amidst varying interest factions or classes contending across themselves for influence. Group theory as discussed in A.F Bentley's "The Process of Government" (1908), argued that these factions are not only crucial, decisive and essential, but strategically and technically etch the policy process (John, 1998). For democracy to thrive in Anambra state there is every need to create space, establish agencies; recognise groups that can serve as facilitators to succession in the political process. There are so many groups and associations that are functional in Anambra State - these groups based on their activities form a great chunk of the population. It can be stated that majority of the residents within the state belongs to one group or the other either by villages, town union, profession, creed and other vocations. It is theoretically acceptable to state that governance can't forge ahead if they side line the agitations and inputs from these groups and associations that are within its purview of jurisdiction.

The methodology of this paper was conducted adopting qualitative research approach. Dossiers were drawn from existing literatures, books, journals, newspaper articles, magazines and relevant publications. In analysis, qualitative content analysis method was adopted.

The prevalent disjointed issues that inspired the outburst of interest groups against the activities of government in Anambra state

Health Sector Issues: As at May 2003, the health care delivery apparatus in the state were significantly damaged. Health facilities were in comatose, hospital equipment's were either totally lacking or in a state of disrepair, and the workforce were highly demotivated owing to several months of non-payment of salaries and allowances. By observations, the public health facilities (General hospitals) were consequently unattractive to clients - and had been abandoned by government. The Enugwu-Ukwu General hospital amongst others is a beaming light to the infrastructural decay that has plagued the health sector. The hospital in the past 8 years has not been functional, covered with grasses and laden with dangerous reptiles. The only functional unit of the hospital, the mortuary was finally engulfed in an inferno on 28th December 2018. The Anambra Nigerian Medical Association (NMA) at a stage, accused Mr Peter Obi of abandoning and neglecting government owned hospitals. It was queried that the government paid more attention to Faith-based hospitals (hospitals owned by Churches) to the detriment of government owned general hospitals where the bills should be affordable and accessible by low-income earners. By 2004, the medical doctors in Anambra State civil service protested for poor working conditions of 21 Doctors employed at the local government to co-ordinate primary health care (Okoli & Nwaiwu, 2011).

The lopsided policies by the Obiano's government are also evident in the much lauded and welcomed Anambra state health insurance scheme for civil servants and their families. This scheme has experienced discrepancies in its application due to government's non fulfillment of its own part of the policy based on the monthly capitation. The accredited hospitals used by the government complained of inconsistency of the government in remitting the monthly capitations and further called for an improvement in the percentage of the capitation to help hospitals meet up with demands (Onyeji & Adebowale, 2018).

Housing Policies: The Housing scheme deductions from workers' salaries was another off shoot with grave concern. The civil servants have not benefitted from the existing housing policy scheme despite their monthly contributions to it. The organised labour groups tackled that the current contributions of workers to the scheme should be made to work. They sought the Governor to comprehensively maintain a positive disposition towards workers' welfare by critically looking into the management of the scheme - regretting that workers may retire without access to their contributions (Enyim, 2015).

Judiciary: Grievances did not escape between the state Judiciary workers and the state government over their interests and adoption of a good working policy. A plethora of disagreements have been evident since 1999; issues in areas of judicial autonomy, implementation of federal salary schemes etc. Behind the scene are negotiations and battles on the financial autonomy of the Judiciary, the unpaid 2015 leave allowances and the promotion arrears delay since the time of Governor Etiaba. These areas constituted dichotomies between the Judiciary unions, its workers and the State government.

Education: Teachers in the state were not left aside in this influence battle as they raised specific concerns to policies pertaining education, school structures, poor male enrolments, salary and other welfare issues. In 2002, the education sector in the state was grounded. By September 2002, unpaid teachers had been on strike for a year owing to poor educational policies. The renewed local government autonomy agitation made it imperative for NUT to sensitise stakeholders and general public on the challenges it will pose on the affairs of primary education at the local councils (Enyim, 2010). This inspired a peaceful protest by the Anambra state chapter of the Nigerian Union of Teachers questioning the funding and management of primary education under an autonomous local government system.

Minimum Wage: The Chinwoke Mbadinuju dispensation (1999-2003) was clouded with fall outs with key interest groups and labour leaders in the state due to lack of payment of workers emoluments. This resulted in strikes and large economic tensions within the state. His tenure, experienced fallouts that led to three (3) strike actions. Both primary and secondary school tutors went on industrial action over a year shutting down public schools, while government workers and judiciary employee embarked on industrial actions occasionally over months on wages associated issues (Eberinwa, 2010). In line with Comrade Charles Onyeagba a one-time state NLC chairman, government workers over 2 years (From Dec. 1999-2001) never took in monthly emoluments (Amobi, 2015).

The National Association of Government General Medical and Dental Practitioners (NAGGMDP) of the Anambra chapter in a similar occasion threatened to embark on industrial action if the state government keeps neglecting the 22 per cent increase on their basic salary and other allowances which are already effected in other states of the federation. It was deduced from interactions that Anambra State has since been overtaken by other wage provisions which had dissolved into CONMESS (consolidated medical salary scale). In those developments, the Medical and Health Workers' Union of Nigeria (MHWUN) tackled Anambra State government to drive the implementation of the new Consolidated Health Salary Structure (CONHESS) in the state (Okoli & Nwaiwu, 2018). By July 2018, Anambra and Enugu were yet to fully implement CONHESS which at the federal level commenced nine years ago. Sources stated that only a paltry 60 per cent to state (health) workers and 40 percent to council (health) workers are paid (Onyeji & Adebowale, 2018). Disagreements surfaced on the implementation of the Consolidated Judiciary Staff Salary (CONJUSS) an agreement with the Anambra State Government in 2011 which was termed legitimate, feasible and achievable. Key officers of the union stated that their demand for CONJUSS was not "negotiable" and the union demanded the upgrade in percentage of workers salary for Grade level 07 and above from 40 and 45 percent respectively to 90 percent, adding that strike actions will be suspended once the requests were addressed properly.

Under Obi's administration, three major strikes was experienced due to varying inconsistencies between labour and government. Those sequence of industrial protests were based on non-application of the freshly endorsed 18,000 naira monthly emolument as endorsed and chartered through President Jonathan on March, 2011. In line surfaced a complexity

which is the minimum wage variations of N27, 000 and N30, 000 as at January 2019 by the Buhari administration approved for the state and federal workers respectively. This variation was received with total dismay and described as irrational “fragmentation of workers wage” which is not in tandem with the principles of collective bargaining. The group sought the locus to change the content of the original agreement done by the council of state as against the resolutions of the tripartite committee stating that in labour matters, the Council of State is not a party to negotiations (Chukuindi, 2019).

Contributory Pension Scheme: The contributory pension scheme policy was a cog. The NLC called that the policy be scrapped because it failed in the state (Ujumadu, 2018). As at 2014, when the law came into existence, the government effected significant deductions from workers’ wages without remitting same to the pension board. The deductions are pitted at 5% for the workers and 15% from the state government coffers - this PENCOSM grievance affected the judiciary workers. As at May 2018, over 14million naira have been deducted from customary court of Appeal employees’ wages in line with the pension plan and housing and not transferred to applicable agency (Enyim, 2011).

Miscellaneous Labour Policies: Held with much disregard is the contract appointment of superannuated employees introduced by erstwhile Governor Mr Peter Obi. This was termed discouraging - as it hampered serving officers from reaching the alp in their career while barring off unengaged youths with opportunities of earning entrance into the workforce.

Development and Industrial Policies: The core of disparate enterprising linked policies within Nigeria seeks to arrest the speedy rise of a rational, tough and combative private sector as an integral aspect of an enduring and decisive economic plan. Effort is made to expand the economic activity and curtail sole reliance and domination of the oil economy as Nigeria desire to thrive. Anambra state is boosted with entrepreneurial and industrial abilities but lacks that government entrepreneurship oriented policies. The banning of motorcycles in Anambra state goes forth to unearth this insensitivity in protecting its own assets. Anambra state is a motorcycle hub for Africa. And the recent policy banning its use heavily affects its economic activity as it tilts towards discouraging its patronage from outside Anambra. In a statement, the plights from Fairly Used Motorcycle Dealers Association and New Auto Spare Parts Association and other associations depicts the impact of the ban on their survival. In their effort to see the policy ban considered, went on peaceful demonstrations (Chukindi, 2018). This ban out rightly affected the commercial activities of these groups and likewise the allied workers who contribute tax wise to the state.

The importance of interest groups participation in public policy formulation to Anambra State

Monitoring Role: Holding arms of government accountable through checks as a way to inflict and assure exceptional governance are mostly seen in the enterprises of specialized investigative and advocate groups - while election assessment and overseeing budget application are engagements of the coalition faction. A close work with interest groups in Anambra state on the ground of budgetary process will help to develop a comprehensive and inclusive budget laws and antecedents. This factional roles are needful in Anambra state in respect to symbolic and previous blunders and aberrations of the government and how it can be overthrown.

Capacity Building Role: Coaching, educating and sensitizing of Anambra settlers and inhabitants on civic roles and benefits - stating how these benefits can be protected is essential - this includes the rights to enforce accountability on voted public functionaries etc. This training engagement is not confined to only settlers, rather the voted public functionaries’ needs to benefit from such exposures towards making decisive policies in areas that thrives the economy.

Advocacy Role: Civil society organisation’s are undoubtedly devoted to the widening of bureaucracy since 1999 via public advocacy and crusades for law and constitutional amendments and establishment of fresh regulations. The much discussed Freedom of Information Bill was initiated by Freedom of Information Coalition (FOIC) at the federal level. This private bill was spurred and initiated by the civil society organisation’s and posed to the national assembly (parliament) for due considerations and adoption.

Advocacy and drive for a balanced constitution for the country via convergence of a sovereign national conference are part of the audacious functions of these factions. Nigerian civil society argued that the law is legal but erroneous and hence needs the unified agreement of the masses represented to chart a preferred, lawful and balanced constitution. Agitations of this nature that needs advocacy are areas where interest groups can influence certain issues in Anambra state which is in line with Okeke (2014).

Disciplinary Role: The civic groups have shown tact in mobilizing the masses and calling for an enforcement of disciplinary measures on some public functionaries on grounds of gross corruption, misappropriation of funds and malpractices while in service. A little hitch has been experienced in this aspect but much zest and tenacity with funding are required to achieve this feat.

Guarding against Democratic Threats: In consonance with Ojo (2011) the erstwhile President Obasanjo's in 2005/2006 made severe pursuits to tilt the constitution due to his ambition. This motive was to implant and invoke a "tenure elongation clause". But that ploy was chiefly struck by the congress with severe pressures by this civic groups. By 2010, this civil groups agitated for the acceptance and swearing of Jonathan a then Vice president as the President on Acting capacity due to the state of health and absence of President Yar' Adua.

The Save Nigeria Group and Enough is Enough Group are torchbearers that enthusiastically pounced on the situation, and demanded or rather sought for a consensus that will recognise Jonathan the President on acting basis paving way for the 'Doctrine of Necessity' to be applied by the National law making body as at March 2010 (Igbuzor, 2011). The civic groups should be enjoined to carve more niche on this function. They need to chart a plan to counter the bizarre corruption swinging amidst the political class and the political godfatherism which is prevalent in Anambra state.

Serving as a Link between the Government and the Society: These factions are sternly admissible functionally. This role in complying with Okeke (2014), combines administering the stream of interaction that exist betwixt the government and the masses via engaging in the core civic and bureaucratic obligations. Through such development, the public functionaries are able to detect and double-check public assertions of its policies. Additionally, via structured and persistent group movements, the coaching and educating of the masses by pressure groups repeatedly have shown massive results, competency and potency. On situations, they provide and offer additional objectives to political groups while seeking to attain clashing demands and aggravate favorable and accomodating policies (Okeke, 2014).

Ensuring credible Elections: In politics, to observe suggests a rational, efficient, methodical assemblage of analysed information about an event or situation in effect to draw up a certified judgment. Igbuzor (2011) assertions states that CSOs conducted voters' education programs in 1999 and 2003 elections. Masses were spurred to elect persons of their interest. Igbuzor (2011) also notified that towards the 2007 elections, these civic groups educated the masses down to the hinter communities on the need to safeguard their mandates. They employed and engaged diverse schemes and strategy which the inhabitants can harness at their own advantage while pressurizing political groups, security apparatuses and the electoral umpires not to tilt and manipulate their votes. On course such antecedents was the 2011 elections. The obvious obstruction inherent was constraints posed by religion, ethnicity and insecurity – these constraints made it unpalatable for these civic groups to register desired result.

Through Contesting Elections: Prior to self-government (independence), the organized labour once participated in party politics – by 1944 they leagued up with the National Council of Nigeria and the Cameroons (NCNC). This merger became the positives of the general industrial action of 1945. Towing that vein (in 1964) the employees craved for enhanced emoluments with other economic appeals. Its high point is the forming of the Nigerian Labour Party by Michael Imoudu and Eskor Toyo (1964). With less followership, the party however engaged in the contentious 1964 polls (Olukoju 1999). However, Labour party is still regarded as one of the frontline political parties in Anambra state. The party has given platforms to frontline politicians like Andy Uba as her gubernatorial flag bearer in February 6, 2010 elections in the state. The party also presented Ifeanyi Uba as her gubernatorial candidate at the 2014 gubernatorial elections. Conclusively, the labour as a faction, be it union or a person amidst a union, poses the propensity to engage in administrative system by vying for electoral positions, aiding aspirants or pitching with political groups with related philosophy and creed (Olukoju 1999).

4. CONCLUSION AND RECOMMENDATIONS

Findings depict that there are disjointed policy issues in Anambra state (health sector issues, roads, erosion menace, insecurity and kidnapping, housing policies for workers, pension deduction and poor state of infrastructures in the education and health sector) amongst others. These are evident due to government's neglect of policy elite preference which further contributed to the outburst of interest groups against the activities of government. It was clear that interest groups are of great importance towards public policy formulation to Anambra State. It was ascertained that these groups are made up of technocrats, bureaucrats, strategists and well trained and exposed professionals who form a great chunk of

the labour force. Their impact covers areas of policy formulation, mediation between the government and the masses, following up and monitoring the activities of the public functionaries for accountability, balanced administration, coaching, training and informing of Anambra masses on their civic responsibilities and democratic entitlements which will also benefit the elected representatives etc.

This proves that interest groups are core players on the policy scene they are principal originators of policy. They are noted for proposing reforms; they provide balance and stability within the governmental system towards socio economic development, they put pressure on the state and the legislature to help press their views. The strategies consistently engaged by pressure groups to enforce their positions includes lobbying, campaigns, crusades, demonstrations, marches and industrial actions (Okeke, 2014).

5. RECOMMENDATIONS

The history and development of interest groups movement in Anambra state has been greatly affected by a number of significant factors. One of these is the nature and character of the State government towards their existence. To address and arrest these pitfalls and trends that tend to constrain the influence of interest groups on policy formulation in Anambra state, this paper made the following recommendations;

Avoidance of ambiguity in policy formulation processes and policy choice: Agreeing with Okeke (2014), it can be verified that disjointed policy issues inspired the outburst of interest groups towards the activities of government. So - it is pertinent to state that government policy actors should try to avoid any degree or form of ambiguity at each stages of policy process. In order to quickly make political statements, political actors accepts and endorses unrealistic policy choices even on a poor economic forecast. Still fresh at this point is the much publicized Anambra Airport which its true status is yet unknown.

Formal acceptance of interest groups inputs: Those handling the activities of governments are seen as public managers. So it is pertinent that these key government actors should allow and formally accept interest groups inputs towards its policy formulation and major strategic decisions that are made within the state. This is positive because the public appeals that public officials address challenges that are persistently complicated and interwoven. As managers, they need to appropriately employ financial resources in a diplomatic manner and that is the concern of these interest groups. And there is no best way to further manage and utilize these opportunities if not by leveraging on the wealth of expertise that these interest groups wield.(Okeke, 2014), (Akhakpe,2014).

Creation of statutory forum for interaction: Democracy is all about continuous interaction between the government and the masses. A balanced society is methodical, decisive and geared towards fancied ends by its administrators via policies. This balance is reached through a practical democracy that is stakeholders inclusive. It is advised that the Anambra state government should have a formal and statutory forum where the government meets with these parties, to consistently deliberate on core and sensitive issues. These will create room for policy screening, information gathering, information sharing, joint formulation, shared responsibility and final approval. (Ajaegbu and Eze, 2010), (Ikelegbe, 2006).

Patriotism of the government key actors: The executive and the legislative arms of government should behave more responsibly and patriotically towards the yearnings and aspirations of these interest and civil society groups. They should cease to compromise their official positions by heating up the polity with lopsided policies hence circumventing socio-economic chaos. (Fatile and Okewale, 2013), (Abimbola, 2002).

Co-option of professionals into the state policy making body: Anambra state is academically, commercially and technically advanced in terms of the array of professionals at her disposal. These professionals at all levels should be allowed or co-opted into the policy making modalities of the government whereby they are given a leverage to contribute to policies in areas of their expertise. For example, Teachers through their professional union (NUT, ASUU, ASUP etc.) should be allowed to formulate policies guiding the development of education at all levels within the state. This recommendation has its thrust on the findings of Ukeje (2008) who posits that teachers' interest groups are concerned with the advancement of the teaching profession, its problems and the welfare of its members. They have the ability to influence and make suitable policies as long as it is within their corridor.

Legal protection of government agreements with interest groups: Guidelines should be set to legally protect and strengthen government's agreement with interest groups. Setting up of independent institutions to oversee this interface will be beneficial. This will maintain statusquo, ensuring transparency and accountability while agreements are implemented and operationalized - this will help foster commitment. (Nweke, 2008), (Ukeje, 2008).

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