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Highlights

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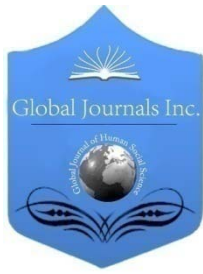
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Social Relations for Human Development

By Borislav Gordic

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Summary- The first part of the paper points to the fact that the history of development of human society is largely based on violence against man and nature. Enormous differences in the development of the human community are continuing to grow creating thereby tensions in each human community and between various societies. All these developments call for changes in which man will be the subject and object of development, particularly the development of man as an individual. To that end, the model of civic initiative is suggested. Social conditions for such development should be based on relations that treat capital, knowledge and labour equally. In addition, this requires the necessary political and legislative changes based on a higher level of direct participation of the population in the creation and implementation of social community development. Accordingly, a different kind of science and different types of upbringing and education are required that will enable the heightening of both individual and collective awareness.

Keywords: social relations, human development, civic initiative, political system, science and education.

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Social Relations for Human Development

Borislav Gordic

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1. INTRODUCTION

Analyzing the history of the development of man and the human community it can be concluded that in the first few tens of thousands of years there was practically no actual development of life and work in the human community since this period was characterized by the struggle for survival and spontaneous perception of the environment. The beginning of development as a result of human reflection appears approximately 3000-4000 BC and evolves very slowly with minimal improvements in living and working conditions. [1] Serious, organized and planned development practically began 200 years ago with the industrial revolution, gaining particular intensity in the last 70 years.

The development path of human civilization is marked by numerous wars, even genocides, warranting the question of the actual civilization levels of all hitherto societies. The entire period is characterized by conquests the purpose of which was the greedy acquisition of material riches and power without sufficient concern about the development of society on the whole. Class division and differences only deepened in correlation with the development of societies founded on the exploitation of man and nature. Of particular concern is the change from labour-class relations to ownership-class relations in which capital took over the leading role both in economic as well as social relations diminishing thereby even more the position of man as a

subject of developmental processes [2]. Relations in society are fundamentally changing to the detriment of the majority and the centres of power, through globalization and other processes, primarily achieve their own interests while democratic processes are more a decor than an objective reality.

Man has alienated himself from nature to the extent that he has destroyed the environment on which survival on Earth depends and exhausted natural resources to the limit bringing thereby into question further development and development along the hitherto premises. The undisputable progress of science which began during the period prior to the Modern age, was not always in the function of the development of human society as a whole although it is considered a common good. The greatest benefits were reaped by individual groups with great economic and social power and most frequently to the detriment of the social community.

Regardless of the considerable progress achieved in upbringing and education a large part of the world still lives in ignorance and poverty. In that regard religion and tradition are to a considerable degree the deterrents of further development, in the first place of man as an individual. The absence of that part of development is an impediment to improved and more humane relations among people both in small and large social communities. Communication is more difficult not only due to cultural reasons but also because of the different interests between the rich and the poor, on the basis of race, geographic location and a number of other reasons. The differences in inequality between social communities have significantly increased in proportion to economic growth and have never been greater [3]. In such circumstances any over excessive difference between individuals, sections of society or specific social groups always causes conflicts and wars. The most surprising fact is that in spite of the impressive economic growth in the last 60-70 years the gap between the rich and poor has increased even more. [4]. Regardless of natural and other resources, climatic and other conditions the differences in the levels of development of various parts of the world are huge. Apart from the period of the original community in all other so called civilization eras differences between individuals in society increased in the process of which man as an individual and society as a whole were not the priority goals of development. The most tragic fact in this regard is that the gap between rich and poor individuals and societies were to a lesser degree the result of knowledge and capabilities. The greater part of

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these differences came about through violence against and exploitation of both the human community and nature and which is, unfortunately, largely true even today. The differences are a confirmation that real, common developmental goals of human society still do not exist and the continuation of such a social development process will lead to serious conflicts on various grounds. The necessity of channelling future development toward the needs and objectives of human society as a whole, without imposing any forms of power or pressure is more than evident.

II. NECESSARY DEVELOPMENTAL CHANGES

The necessary changes in the approach to development and social relations are substantiated not only by the above but also by numerous works of scientist dealing with the topic. The key determinant for developmental changes is the precept that income is the instrument of development and the ultimate goal - man's development in the sense of his increased possibilities to make choices in regard to his life and work. This is at the same time the departure point for the achievement of the basic postulate of human development in which **man is both the subject and object of development** with the ultimate goal being the wellbeing of man and human society on the whole.

The examples of the intensive development of some countries show that increased GNP growth rates do not result in lowering social and economic loss of the greater part of the population of those countries. Even in developed countries high income is not a shield against problems such as violence, crime, drugs, homelessness and family disintegration. This goes to confirm that in order to achieve higher levels of man's development different forms of human skills should be used. In other words, it is possible to look upon human development as a process of increasing the number of choices available to the individual as well as enhancing man's capacity to make choices. To that end it is necessary to render man capable of recognizing and interpreting the reality he lives in which, on the other hand, requires civic courage, readiness for risks in making decisions and non-acceptance of others making choices for him and on behalf of all [5]. Economic growth has without any doubt a significant impact on human development but it should be borne in mind that in the process the quality of growth is just as important as its volume. The relationship between the quality and volume of growth will determine the quality and characteristics of development so if man's development is set as the key goal greater productivity of society as a whole can be expected as well as greater care for environmental protection and diminishing poverty and thereby greater social stability.

Human development implies qualifying man for such development, his active role in life and work, man

as creator and only user of the fruits of development. In the process it is important to keep in mind that this development should be the result of man's free choice and not something imposed on him or of him becoming only the executor of someone else's ideas and decisions. Of course, it goes without saying that human development should include everyone, regardless of race, gender, age, disability and religion since any limitation of choices limits the process of man's and society's development. It is, however, important to emphasize at this point that equal opportunities do not imply equality in results and their use. These differences can be quite significant but should be based on objectively established results of the contribution of individuals to the development of the social community.

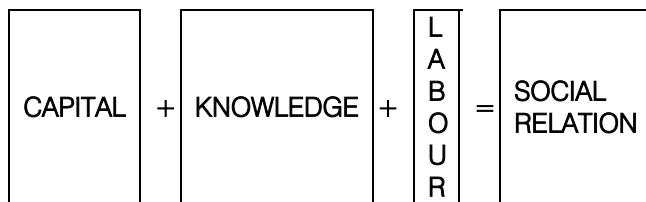
The basic foundations of the significance and needs of changing developmental processes in the sense of humanness have been laid quite a while back by Abraham Maslow [6] and Carl Rogers [7]. The claim that people are essentially good, that every person is unique and has the potential to develop, certainly stands true in high percentages. It is necessary to ensure to people not to depend on the opinions and inclinations of others, to have their own criteria of satisfaction and have the possibility of personal development. There should be no fear that the vast majority of people will not know the difference between good and bad, that they are open, spontaneous and flexible and with a propensity to exploration. People want to know, learn and understand for the very sake of knowledge and comprehension and not only to satisfy specific needs. Almost every individual has the will and wish to grow in a positive way and develop his potentials, an aspiration of all living beings, which can be prevented, to a greater or lesser degree, by numerous exterior circumstances.

III. SOCIAL CONDITIONS OF HUMAN DEVELOPMENT

Even from the brief analysis of the history of the development of man and human society it is evident that this development was predominantly based on the use of force, power, class position and exploitation wherein one part of the human community was developing while the other was struggling to survive. Today, practically throughout the globe social relations are exclusively based on the ownership of capital and other assets to the extent that part of the assets and ownership belonging to the entire social community are used mostly in the interest of those who already have the capital and the assets. In addition, the contribution of labour and knowledge is diminished in the distribution of new values which creates even greater social differences both on the levels of the individual as well as the social community.

The existing social relations that are based on capital cannot be considered socially objective. Even if

the initial (primitive) accumulation of capital is accepted, regardless of the fact that it is most frequently reduced to pure plunder and crime, the problem of investment remains where the owner of the initial capital borrows money from banks or similar institutions and returns it through the work and knowledge of others. The new value of the assets is exclusively regarded as ownership of the investor of the capital even when the added value is acquired through the exploitation of society's natural resources. The injustice is even greater when the generated profit is shared only on the basis of the invested capital, namely, ownership of assets as capital. In order to create the required economic foundations and more just percept of development and achievement of objectives in the general and individual interest it is necessary to base social relations on three equally worthy elements which are **capital, knowledge and labour**.



In the process the term **labour** implies the routine, qualified execution of specific job assignments pre-defined and set by the employee's executive branch. **Knowledge** implies the creative, expert and scientific work of part of the employees in the system, or from other systems, who participate in the creation of the system, process and its development. It goes without saying that capital does not acquire new value without the participation of knowledge and labour, so there is no reason for not being treated equally in a given system. How large the share of capital on the one hand, and labour and knowledge on the other, will be in the system depends on its structure and field of activity.

This proposed social relations model is analogous to Einstein's tenet from the theory of relativity, namely, that *space, energy and mass cannot be viewed separately* since they form the unique whole of the universe. Accordingly, a social relation based on the unity of capital, knowledge and labour should be the basis or at least the transitional form toward integral and coordinated human development. In social relations established in this manner man is ensured greater freedom which is proportionate with his management of the means of life and work, namely, he becomes free when he becomes the subject of his fate, his will. Today his knowledge and labour are not treated as capital, preventing thus the development of his freedom by the existing limitations of current social relations.

The justification of this proposal is grounded in the fact that in the last 20 years an increasing number of

individuals acquired capital in form of shares of some business system at the expense of their labour and applied knowledge in that system. This circle of individuals is constantly growing so in addition to top management, the members of the lower level management also acquire capital in this manner, including experts-specialists. The second example which confirms the appropriateness and possibility of such social relations are the numerous, large, middle and small enterprises founded with minimum capital that have become world known and important companies that developed on the basis of the knowledge and work of their employees. Therefore there are no obstacles that would prevent the inclusion of all participants in business operations initiated on the basis of such relations.

Another set of examples ascertains the justifiability of implementing the proposed social relations, namely, the fact that today numerous successful companies have greater value on the market than the value of their assets, namely, capital. The gap between the material and market values is exclusively the result of knowledge and labour and should not be attributed only to the owners of capital.

When assets and funds in the ownership of the state are at stake, it is first necessary to clarify that they belong to all members of the social community and that all of them should benefit from that. Unfortunately, today we are witnessing that the greatest benefits from the enormous riches of a society-state are enjoyed by the owners of business systems linked to their exploitation (natural resources) and politicians and state employees. Significant changes are required in this segment as well in which it is necessary to establish a social relation between the state-authority and the members of society. Therefore, the revenues collected through taxation should be the only funds for financing state and local administration institutions.

Within the proposed model of social relations it is necessary to make another crucial change in the interest of each individual and social community as a whole. This change relates to all funds generated by the exploitation of natural and other resources (concessions, rent, etc.) at the disposal of society and which should not be used only for covering the management costs of the state and local authorities. Considering that they belong to all members of the social community those resources should be used exclusively for development programmes in the interest of all members of a social society in accordance with needs and set objectives.

There can be a number of answers to the question of how to achieve the proposed social relations, whereby the worst solution would certainly be one imposed by force. It is a matter of the awareness and responsibility of social leaders, in the function of peace and the more secure survival of man and his

environment. The transition to social relations in which capital, knowledge and labour are treated in the same manner is possible to achieve in a relatively short period of time because in each business system the share of capital, labour and knowledge can be established quite precisely and unequivocally. It goes without saying that the ownership of a system cannot be appropriated by any legal or forceful way but it can become a process of the future development of that system. It is by no means a revolution of forceful change of social relations but an agreement and decision on how to establish future relations in society with a view to human development and the building of improved relations in society. On the other hand it is a known fact that people take their jobs and responsibilities more seriously when their property is at stake so it is realistic to expect not only the greater engagement of individuals in the system where they are co-owners but also more intensive work on their own development in view of better future results.

Whether we want to acknowledge it or not, we live in times where capital reigns, a fact that is further aggravated by negative developments in the process of globalization. Numerous examples can confirm that individuals and groups have acquired their capital mainly through the exploitation of people and even more so by seizing the resources which belong to everyone in society. It would therefore be appropriate and humane to make a minimal correction in social relations and have work and knowledge be treated as capital in every development process, in every segment of man's life and work.

IV. POLITICAL AND LEGAL CONDITIONS OF HUMAN DEVELOPMENT

The political framework of every social community is the **state** as a system of a national or nationally mixed community of people with its institutions and bodies and the framework includes political parties, social and political movements, non-governmental organizations and other interest groups. Although politics is usually associated with governments, political behaviour can be observed in any group or institution made up of individuals. Politics implies an initial diversity of opinions so the conciliation of differences among the key stakeholders is also one of its goals that can be achieved by proposing solutions deemed rational and appropriate.

The main purpose of political parties is to gain power at elections which are the usual mechanism of representative democracy. The function of political parties boils down to the execution of power once they had won at the elections or in preparation to come into power. Unfortunately, once they do come into power, political parties mostly manifest their power of ruling society and in very small measure the power of serving the people who have chosen them to manage society.

The existing methods of forming and of the functioning of political parties have two key drawbacks:

- Most political parties are formed on ideological premises which are today increasingly manifesting their incomppliance with the times and needs of society because in present day society the grounds of divisions on the basis of class and ideology are diminishing by the day
- All political parties are mainly working in the interest of their leaders, financial supporters, big businesses and a small portion of their membership so that the interests of the voters are implemented in a relatively small measure through the rule of a political party.

Evidence of these claims is reflected in the ever smaller differences between the ideologies of political parties and growing emergence of independent representatives in the political leadership of society which is at the same time proof of the dissatisfaction with the activities of political parties even in developed, affluent countries. It can also be stated that continual and integral development of life and work does not exist in any social community because the function of development has not been fully defined and shaped to cover all the fields a developmental process should include. In more developed and affluent societies the economic segment is developing in a relatively satisfactory manner, while living conditions and environmental protection less so with the least attention devoted to the development of the members of society as individuals. The lack of connection between the developmental process in which one group of people establishes the needs and goals, another formulates solutions and the third implements them and benefits from them, poses a special problem. The second observed shortcoming is the reverse proportionality of the developmental process according to degrees of complexity and areas where intensive development of services is established, somewhat less of technology, namely, methods of their realization while the social-political community as a whole develops the least.

The existing state of social relations is in contrast with the definition that sovereignty and power belong to every individual in society, which they transfer, through corresponding processes, in particularly democratic elections to the ruling structures in society in the function of common interests. Precisely for that reason any deviation from the achievement of common goals of the social community and use of acquired power to one's personal interests can be considered as an amoral and illegal act.

Therefore the need is imposed of modifying the classical model of political parties or else substituting it with a MODEL OF CIVIC INITIATIVES. It implies ruling society on the basis of a set and thoroughly operational zed programme established according to the needs of the social community and which can be precisely

monitored according to previously defined criteria and standards. The precise monitoring of achieved goals can be the only measure of success of the authorities ruling society, making any shallow, petty-political assessment of popularity, or similar polls superfluous. There can be numerous programmes of this kind at election time and based on similarities they can be connected, supplemented and corrected. Civil initiatives can be represented by any formal or informal group of people, associations, clubs or groups that can offer the social community a meaningful programme based on examined needs and interests of the members of that community [8].

In this connection the most important thing is to secure all three parts of the process, which are:

1. Preparation of the proposed decisions, solutions and requirements of the social community
2. Adoption of the decisions and solutions and approval of the requirements
3. Monitoring and control of the implementation with assessment of achieved results

The sub-process of preparing decisions, solutions and requirements is of greatest importance since in it the needs of society are established, data generated that are included in the sub-process of decision making and through them the dominant impact exerted in the entire management process. Today, people who live and work in a society are the ones who take least part in this process due to which the needs of the members of social communities are rarely included in programmes of political parties-authorities. This is done by those in power and the bureaucratic apparatus instead of them. It is therefore necessary to change the existing social-political relations and ruling methods in order to enable the greatest possible participation of people in the elaboration of proposed decisions, solutions and demands of social communities. In this way the real interests will be established and the knowledge of a larger number of people can be applied and solutions implemented more easily. Precisely for these reason the model of civic initiatives is proposed as the form of organization of the social community, and the term management in place of the term rule.

Adopting decisions and solutions in terms of selecting a living and working programme for a specific period of time can be implemented through regular elections or, if necessary, by referendum. In the process, a group of implementers of the chosen programme is selected, who on the basis on election results become the group which manages the implementation of the programme. In addition, it is necessary to select among the members of the social community bodies that will monitor and control the implementation of the decisions and solution from the adopted programme and which will periodically and at the end of electoral periods assess the level of realization of the set goals, decisions and solutions.

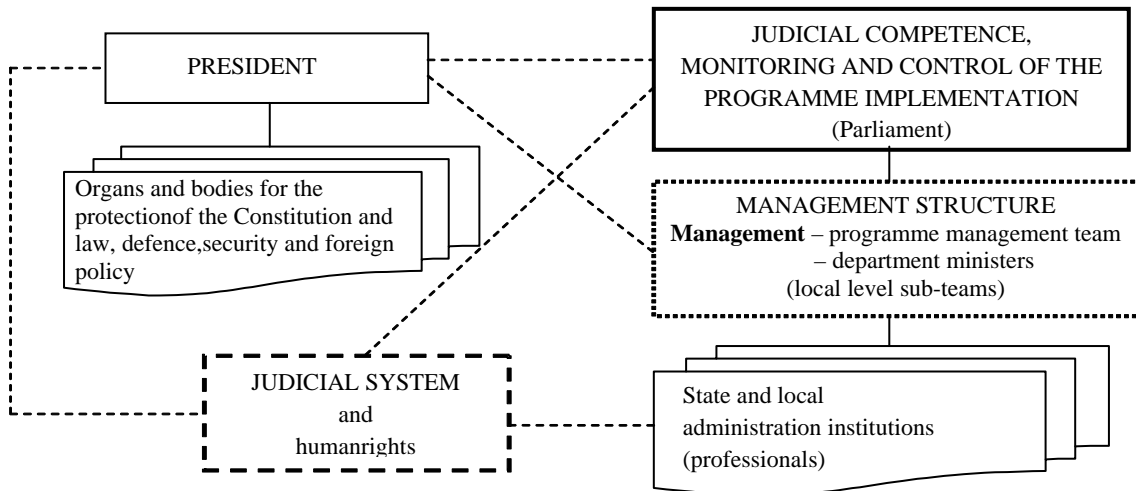
State institutions, namely, the state administration should consist of bodies whose employees will act as expert and administrative support to the group managing the implementation of the programme and carry out all other regular, standard state administration tasks. The Management would be represented by the leading team for managing the implementation of its electoral, thoroughly elaborated development programme. The ministers of individual departments can be members of the management team or professional politicians capable of efficiently and professionally leading their ministries and at the same times members of the Management.

The question is how to solve the issue of the three-fold division of powers in this model, provide for the harmonious political and practical functioning of structures managing society and foster relations with other societies.

The proposal in Picture 1 is based on specific structural differences among the current standard structures of state administration and societal management and the proposed model. That is why there are considerable and substantial differences in the selection of individuals leading society, in all processes and majority of the work content of parts of the presented state structure:

1. The programme chosen by the majority of the members of the social community in line with their needs is the basis of the social and political activities of the administration and management structures
2. The legislative structure consists of individuals chosen by the majority that participated in proposing parts of the electoral programme and not proposed by political leaders according to the criteria of political correctness and affiliation
3. The selected representatives of the legislative structure are at the same time the institute of supervision and control of the implementation of the electoral programme, a role also played by the opposition in parliament
4. The management structure is made up of groups-teams who have operational zed the programme of the needs and development of the social community and are qualified to manage and implement solutions
5. The state and local administration institutions are the expert, political and administrative support to the management structure in the implementation of the electoral programme
6. The main political competences rest with the directly elected president of the state who with the institutes at his disposal monitors the constitutionality and legality of the implementation of the electoral programme
7. In addition to its standard competences the judicial system has special responsibilities linked to the full

respect of human rights and urgent resolution of instances in which these rights have been violated



Picture 1: Structure of the state and management of society

This model of organization and management of the social community is based on a detailed programme of its development in all segments of life and work and in accordance with the set objectives defined in line with the needs of people in the community. The second crucial characteristic is that the people leading the social community must possess expertise, experience, references and a reputation, in line with the development programme of the community and be in the function of its implementation. The same stands for the management of smaller social communities whose development programmes are a composite part of the programme for the entire social community.

The integrity of its structure and processes evolving in it are of essence for the human community since it enables the speedier realization of all standards and development activities with minimal possibilities of bureaucratization which makes way for a more efficient and enhanced state administration.

In the development of the human community-state structure it is essential to establish unambiguously the competences for each social activity, enabling thus easier control and lessening the possibility of abuse. At the same time it provides for the greater throughput of the development processes with all their content defined in the electoral-development programme. The organizational structure for development and investment activities should only have the administration setup as a permanent body and be supplemented by team members who participated in the elaboration of the development programme.

Due to the uniformity of competences and character of the state as an organizational structure of

the human community, it is deemed much more appropriate to bestow to the president of the state competences for affairs of security (police), defence and protection as well as foreign policy. In this way the state administration is freed from these complex affairs and they cannot be abused or used for political intrigue purposes which is a common practice today even in more developed societies. It represents a supplementation of the competences of the state president in the supervision and protection of the implementation of the constitution and law since the basic organization rule prescribes that the functions of realization and control cannot be under the same competences of an individual or institution.

The final structuring of the human community-state, including regional and local levels, will depend on its character and specificities, size, material and other potentials and its development programme. This structure can be periodically changed, according to its status, needs, outer environment and other determining factors.

The implementation of the proposed model of civic initiatives has considerable advantages in the sense of the speedier and more efficient realization of the actual needs of individuals and the social community as a whole and contribution to the development of all social community members and greater respect of human rights. At the same time it lessens possibilities of corruption, imposition of objectives and solutions that are not in the interest of the majority in the social community, bureaucratized behaviour of the state administration and can certainly cut the costs of the state apparatus.

The essential presumption for the implementation of the civic initiatives model is the full respect of human rights and the exercise of full and if possible most direct forms of democracy. At the same time the described model in itself supports the greater respect of human rights. Article 1 of the Universal Declaration on Human Rights asserts the same when declaring that all human beings are born free and equal in dignity and rights, which is the point of departure in the model in question.

Human rights are guaranteed to every individual on the basis of existence as man and they are inalienable, meaning that they cannot be taken away from anyone.

Human rights are considered to be guaranteed rights of an individual to protection from the state, rights that belong to him on the basis of his existence as a human being, rights which under all circumstances remain viable and which the state cannot limit in any way. In the political vocabulary human rights denote the totality of the right to freedom which the individual can demand on the basis of his existence as man and which the community has to guarantee on ethical grounds. Every individual has human rights even when the laws of his country do not recognize them or when they violate them because human rights are *inalienable*. In order to live in dignity all human beings have concomitantly the right to freedom, security and a decent standard of living, so human rights are *indivisible*.

It should be pointed out that in the last few decades the substance and legal forms of human rights have progressed considerably through numerous declarations, laws and decisions. However, practice shows that human rights are violated in numerous ways, something not even the developed countries are immune to since the level of human rights in them is proportionate to the affluence and position of individuals in society.

The only solution for advancement in this respect is the incorporation of human rights in all forms and levels of upbringing and education and social system with relations that are not based on the exploitation of humans. It is necessary to sanction any individual who violates and every society which tolerates the violation of human rights, including the intervention of the international community in regard to any attempt of inflicting harm, resorting to war and violence. These principles should be elaborated in detail and integrated into the laws of all countries, both rich and poor and applied in all circumstances. The legal system of every human society in respect to its laws and judicial system and its institutions should be based on the regulation of social relations and activities primarily in regard to the rights of individuals and environmental protection.

As a state is made up of all the individuals in its social community, in regard to human rights, every individual should primarily be protected and the state

and its institutions only after that because they are only the framework, form for developments and relations in society. The same stands in regard to environmental protection priorities in relation to capital and use of natural resources. All this requires considerable changes in the creation and adoption of laws and requires exceptional efforts of the legislative system to really act justly and impartially, including all responsibility in line with the rules which follow from its independent position in society. The complexity of these tasks requires additional efforts and significant changes in defining the legal system of any society in terms of this humanness.

V. SCIENCE AND EDUCATION FOR DEVELOPMENT

It is indisputable that the *development of science* made the world a much more comfortable place for living and contributed to the solution of numerous concrete problems which made life and work of man and the human community burdensome. The development of science opened up numerous fields, disciplines and branches of science in the fields of natural, technical, technological, medical, agricultural sciences in the arts and humanities. However, at the same time there is a lack of knowledge on the interrelations between some specific scientific perceptions and their mutual impacts, particularly in the domain of the humanities and their connection with other fields.

The development of science opens up completely new technologies producing thus both unimagined possibilities as well as threats. Unfortunately, the development of social awareness and humanity's ethics as well as social relations are at great variance with technological development which has been put exclusively at the service of attaining super profits even at the cost of the unreasonable use of natural resources, bringing us all to the brink of an environmental catastrophe. The first significant change needed in the human community would have to be a considerable change of social awareness and moral that would substitute creativity for personal benefit by creativity for general wellbeing and replace the callous exploitation of innovation and creativity of a small part of the human community with the creativity of its majority [5].

Today, the interdisciplinary scientific study of human behaviour and of social and environmental factors that influence human behaviour has resulted in the dependence of numerous natural sciences on the methodology of social sciences. However, in reality the problem of science in the function of development is much more complex because if man is set in the centre of development then the development of man as a being in all its segments is crucial. This requires before all free science [9], science free of egotistical interests

and limits imposed today by the global power holders, science that opens new possibilities for the establishment of a new scientific doctrine, namely, new scientific system. Only with such free science it is possible to resolve the contradictions of the our civilizational development and bridge the gaps created by current social relations in the fields of science and research between our technological possibilities and existing research efforts, namely, achievements. Such an approach to science can be linked to the issue of education in which the majority should be given the possibility to participate in the resolution of developmental and social relations issues and provide access to knowledge needed for their resolution.

This is no longer only a technical but an issue of essential choice between a truly democratic system of social relations and the contemporary form of a type of totalitarianism in most spheres in which the real life of man and world evolves. The requirement for education and man's development cannot be just a phrase without content and it should include the whole range of human life so that his freedom would not be reduced to games on the political arena in which the common man is only a voter. The future relation toward knowledge should primarily be geared at making it accessible to the greater part of society and preventing at times its senseless appropriation by a small circle of individuals so that the information obtained through scientific research would not be manipulated and its credibility tarnished. A similar relation should be established in regard to other types of information significant for our lives which are presently often used for various forms of manipulating the public, particularly on the part of the media. The nature of information, namely, knowledge is such that it cannot be appropriated or limited in any way. The issue of the ownership of knowledge is contradictory given the simple fact that all our achievements are based on the work of numerous previous generations in the course of many centuries.

Media sciences should in no measure resort to meticulously elaborated deception methods, deceitfulness and open untruthful reporting to the public causing thereby numerous misunderstandings and conflicts in society. As the media are one of the main pillars of freedom, democracy and struggle for human rights their responsibility is immense. In that sense drastic changes are required, before all for every publicly spoken or presented word as well as in terms of human rights. Such a viewpoint implies a requirement for suitable relations in the scientific community and is quite appropriate since science has always been based on openness, communication, critical attitude. Those are precisely the tenets of its power to resolve problems and change our reality for the better. In addition, the content of our knowledge was created mainly through creativity and communication of those whose right to ownership is alienated and not those who take on the

role of owners. For that reason the appropriation of the right to ownership of knowledge should be treated as an unfair act toward the creators of knowledge and enable access to it to all those in society who need it.

Placing science in the full function of human development and changes of social relations can to a large degree abolish the existing varied and substantial differences among people and nations as well as political disagreements and conflicts and possibly solve the question of the fate and meaning of our material existence. The transfer of knowledge in the world in the sense of spreading science depends on the social need to use it in the human community. The feeling of needing knowledge is decisive in determining the demand for knowledge, its accessibility, capability of renouncing all forms of dogma, of social learning, way of thinking and value orientation of the social community. New quality stems from creative thinking and subtle levels of reflection [5].

The contribution of the individual to his own development and to the development of the social community, and thereby to social relations will be significant if the community directs and stimulates him in that direction through education, upbringing, creative work and production of material and cultural goods. In order to achieve that man must build his future in various forms and shapes of self-development which depends on the level of awareness and quality of the knowledge he possesses. The need for a high level of education presupposes a higher level of collective awareness of the social community without which there can be no development or correction of individual relations toward society. Understanding the world is not possible without man's knowledge and awareness.

Man as an individual is the most powerful influential factor not only of his development but also of the social community he belongs to. The development to date, particularly in the last 100-200 years shows that economic and technological-technical know-how are predominant in resolving problems. The character of these problems indicates the need for the greater participation of social and humanistic knowledge and this deviation can be registered in educational processes throughout the world where this knowledge is not adequately represented in relation to needs. In order for man for develop himself and the society he belongs to more qualitatively it is necessary for him to learn and adopt, especially in the initial phase of the educational process, numerous basic facts about himself and society. This implies knowledge on moral, human rights, logics and philosophy, psychology, communication at all levels and forms, relations in society, politics and democracy and development itself in its narrower and broader senses. The greater part of this knowledge can be provided to very young children too through appropriate methods. The knowledge in question will form and develop to the greatest degree the awareness

of individuals and thereby the awareness of the entire social community they belong to. [10,11].

The type of man's education and upbringing in the social community is to the most part determined by the objectives of that community. If the objectives of the human community are in line with the proposed goals presented in this paper, society will primarily focus on the development of each individual in the function of the set objectives. Contrarily, when society is not too preoccupied with the development of individuals in society and the goals are geared at accumulating riches and power on the part of the minority, education will focus on the exploitation of individuals in support of the narrow, selfish goals of the society leaders. This leads to the inadequate development of man's potentials and awareness and results in dissatisfaction.

In order to preserve the species and the living world on the planet man must among other things primarily possess the potential for human development. [5]. Therefore, man should build a state of morality and strive toward higher states of awareness, more qualitative and exact education with a view to taking more meaningful actions. It has been established that in connecting natural, social and humanistic sciences the role of awareness in human development has priority and that knowledge can be forged only through rational, logic and conscious efforts. Thereby the development of the individual and human community will be proportionate to the development of awareness. For that reason the quality of life and development, together with social relations is established by the state of awareness in every human community where a special role is played by the state of consciousness of those who lead and manage the community. However, leaders in human societies cannot act outside the collective consciousness of their community regardless of the level of their personal awareness and quality of their knowledge. The social need for the use of knowledge is a matter of the level of collective consciousness in a human community so the need for a higher level of knowledge implies a higher level of collective awareness in the community without which there is no development and change of social relations.

VI. CONCLUSION

One of the key premises of a considerable change of social relations is the fact that the resources of a social community which formally and essentially belong to all its members are predominantly used by smaller groups of people who exploit them for their own interests and acquisition of wealth creating in that way an even greater gap between the rich and the poor. The situation is even worse when it is taken into consideration that in the process they pollute the environment of all members of a human community – everyone pays and only some benefit. The entire

experience and history of social relations are characterized by exploitation, violence, crises and contradictions and the great majority of society's forces are under the control of the minority. Undoubtedly the human community in its history and its development had to traverse the road it followed up to now. On the other hand, it is unfortunate that up to now so little has been learned and applied from the defined notions of humaneness and civilization. This places an emphasis on the question of the development of human awareness and consciousness in terms of the preservation of the human species and its development. In today's modern age of man we are witnesses of the continued strengthening of world centres of power and their narrow interests to the detriment of the weakest. The power of social leaders is attained in political and economic processes from all members of the social community and can be taken away from them in the same manner. This in the end depends on the level of their awareness as well as the awareness of the social community on the whole.

History shows that human consciousness evolved very little and slowly through all periods of the so called civilizations so that seems to be a factor of crucial importance for future development on humane grounds. In spite of that, throughout history the human brain has successfully dealt with the complexity of the phenomena it encountered and actually that complexity often did not pose an insurmountable problem. In a large number of cases a gap appeared between the officially presented reality, namely, some of its parts supported and advocated by corresponding public institutions, and the reality which corresponded to the actual state of social awareness. The consequences of these different realities were often far-reaching, due to their effects on the dysfunctions in social life, so changes of social relations are not only required but necessary [5].

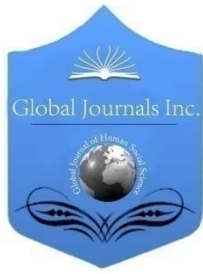
The development of awareness determines predominantly the development of man as an individual and the same can be established for collective awareness as the level of development of a particular human community. Awareness represents the perception of existence along with experiencing oneself and the surroundings as well as understanding the existence of individual consciousness. Experience shows that only rarely people reach the potentials and capabilities they possess or have a high level of consciousness so only rare individuals become champions in some reality, present or future. It can therefore be said that the people who have positively and to a greater degree used their potentials and capabilities should channel part of them toward changing social relations, life and work in their environment so that a larger number of people can develop to a greater degree the use of their potentials and capabilities. This is at the same time the

responsibility of those who have in their environment the greatest overall human potential and awareness.

Evidently the solution of this problem can be achieved only through meaningful, qualitative organizational breakthroughs that will change the basic conditions and circumstances of science, development and social relations on the grounds of humaneness. Precisely because of that new solutions are proposed that can generate a completely new, independent organizational system based on science, education and required changes of social relations, namely one prepared and capable of dealing with these problems. A reason more why the obligation is imposed on humanists, scientists, intellectuals and conscious individuals to take on to a much larger role as social leaders in the interest of the majority.

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Nigeria and Outsourcing for Sustainable Development: The Performance Challenges of Diaspora Nigerians

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Abstract- The challenge of sustainable development has provided nations a chance to correct the anomalies of development and provide a futuristic environment to attain positive goals. Nigeria outsourcing for sustainable development became relevant and important in the light of the fact that she had signed the development protocols at the level of the United Nations and other international organizations. Such include the Rio millennium development goals. The Nigerian Diaspora provides an avenue to assist development. Development theorists explain development as consequent upon the actions of government and civil society i.e. a partnership between government and civil society (an arm of which is the Diaspora i.e. International civil society). Importantly, the African foundation for development also noted that the quantum of remittance to the third world countries makes the Diaspora an important agent of change and development. It is no wonder that the current trend is to tap into the resource base of the Diaspora – This laudable project can only succeed where challenges that provide hindrances to the project are removed. This paper examines the performance of the Diaspora Nigerians in development interventions. It identifies the challenges facing the Diaspora Nigerians in their effort to respond to government outsourcing to encourage them to develop the nation and suggest ways of finding solutions to these challenges.

Keywords: *nigerian diaspora, sustainable development, performance challenges.*

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1. INTRODUCTION

The contributions of the Nigerian Diaspora are germane to her development and its sustenance. Scholars (Eliot, 1971, Frank 1967, Gore 2000, Gowen and Shetan 1998, Hopkin, 1969,) lay emphasis on development as consequent upon actions of government and civil societies. This is to infer that the Diaspora (an arm of the international civil society) can impact institutional and infrastructural reforms to achieve physical indices of development. Development is a desideratum. The physical indices of development it is conjectured is shaped by the social presence in which it exists (i.e. presence of physical indices). Development theorists consider development as consequent upon actions of government and civil societies, as arena in which institutional and infrastructural reforms are implemented to improve the society.

Empirical research (AFFORD, 2000, World Bank, 1997, UNDP, 1997) has provided credence to support the fact that, skewed development and underdevelopment is pervasive among African states. In the Nigerian peculiar case, underdevelopment is manifested in the negative socio-political and economic indices prevalent in the country. Such indices include but are not limited to, little or lack of infrastructure, endemic poverty, (especially at the interior) corruption, political mismanagement and little evidence of commitment to good governance.

From the 1980s, institutional research (AFFORD 2000, UNDP 1997, 1998) has noted African international migrations as important reference for development in African countries and Nigeria. Research has also provided ample evidence that from the 1980s, the global economic recessions coupled with military interventions and dominance of politics created a hostile socio-political cum economic atmosphere that intensified migrations (Adepoju, 2010, Akanmu, 2010). The harsh socio-economic policies of the 1980s and 1990 (War Against Indiscipline, WAI, Structural Adjustment Programme-SAP and others) further intensified unemployment, hardship and poverty amid stunted economic growth. This has created a need by government to pay attention to the exploitation of the Diaspora for her development to support domestic efforts (Shuaibu, 2013, Soludo, 2013). Outsourcing for development is more intensified in the age of technology when information and advanced technology is transnationalised in usage and relevance.

A measure of Diaspora for development in terms of quantitative and qualitative input has shown that it is an important constituency outside of the developing world to consider for elimination of poverty and to contribute to the development of the south (AFFORD, 2010:12). Adepoju has suggested that African countries need to incorporate the contributions of their diasporas and remittances in National development planning and programme (2010:161). The World Bank (2000) also notes, cross-border migrations, combined with the "brain drain" from developing countries will be one of the major forces shaping the landscape of the 21st century. This is because it noted (World Bank 2000:18) the international Diasporas have tremendous business potential.

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The aim of this study is to increase the understanding of the importance of the Diaspora as agents of development intervention, so that from an informal position policy options could be broadened to explore and exploit the advantages of the Diaspora for development and its sustenance. To achieve this objective, removing hindrances to effective participation is germane. The Diaspora can impact institutional and infrastructural reforms to achieve development. The paper is subsequently divided into Diaspora and sustainable development in literature, Nigeria and outsourcing for sustainable development, Diaspora performance in development intervention, challenges to Diaspora intervention, overcoming the challenges and concluding remarks.

II. DIASPORA AND SUSTAINABLE DEVELOPMENT IN LITERATURE

A Diaspora is the movement, migration or settling of people away from an established ancestral homeland or people settled far from their ancestral homeland (Wikipedia,). The Nigerian Diaspora exist in relation to the experience and civilizations since the era of the slave trade. It refers to Nigerians migrating to countries outside Nigeria for a range of purposes, from education, and temporary residence to permanent residence (Shuaibu 18th May 2013), Nworah (2010) noted that over fifteen million Nigerians live outside the country as immigrants in the United States of America, Britain, Germany, France, Canada and other nations.

Development is a multidimensional concept. Elliot (1971) contends that development as a word was coined by rich and powerful advanced nations. The United Nations publication on science and technology for development describes development as the process of allowing and encouraging people to meet their own aspirations. A process that improves on the quality of standard of living measured with realization of higher levels of civilization (Ako cited in Adu, 2008). At the level of the individual, it implies increased skill and capacity, greater freedom, creativity, self-discipline, responsibility and material well-being. A society develops when its members increase jointly their capacity for dealing with the environment. Development connotes fundamental changes in social structure, attitude as well as the acceleration of economic growth, reduction of inequality and eradication of absolute poverty (ibid). To the liberalists, development is synonymous with economic growth which is measured with the yearly increase in Gross Domestic Product (GDP) and with structures such as good roads, electricity, infrastructure, availability of social services (and affordability). Affordability however, is the focus of Marxists i.e. what has been happening to poverty, unemployment and inequality. A decline in these within a measured period in a country is a period of development.

Development is the process of self-reliant growth achieved through the participation of the people acting in their own interest as they see them and under their control. It implies growing self-reliance and fundamental transformation of the society in its totality, economy, polity and culture, etc. Issues of poverty, unemployment and inequality are germane to development. This disaffirms the assertion that mere increase in GDP without corresponding reduction in poverty, unemployment index and application of the rule of law is not development (ibid). Holistic development therefore is the ability of respective communities to control the productive force of their environment for the purpose of solving the problems imposed on them by nature and by man. It is a wide participating process of direct social change in society and material advancement including greater freedom, equality and other valued qualities for the majority of the people through gaining control over their environment (Ako cited in Adu, 2008).

Sustainable development can be defined as development that lasts, that does not endanger the environment and the resources therein for both present and future generations (The Bruntland Commission, 1987, World Development Report, 1972).

Segynola (2009) further explains that development in this context is viewed as increasing the availability and widening the distribution of basic life sustaining goods and services such as food, education, shelter, health and protection, provision of higher incomes, better employment and better educational institutions and facilities and improved accessibility of people to goods and services, i.e. improved life and existence. Todaro (1992), Mabogunje (1981), Baba (1986) emphasized that these definitions connote availability of needed resources, exploitation without destruction of the environment and a resultant poverty reduction while maintaining the well-being of the people i.e. intergenerational responsibility for continuity or sustainable development.

Diaspora contribution to development (of homeland) can then be assessed in terms of contributions to the rise in per capital income and the distribution with better access to education, hospitals, means of communication and transportation, better technique of production and quality of life in general, probably with a high value on spiritual or cultural assets.

III. OUTSOURCING FOR SUSTAINABLE DEVELOPMENT

At the international conference on "Africa and the African Diaspora" which took place at Jos between 29th and 30th October 1998, a communiqué was drafted which included that (1) African countries should do more to attract Africans in the Diaspora by promoting the ideological and institutional arrangements for improved

relations. (2) African governments and African societies at large should create organizations that link Africa with its Diaspora in all spheres of endeavour. Mohamoud asserts (2005:13 thanks to inexpensive transportation and communication, diasporas are exerting an ever-greater influence on the politics of their homelands... it enables the individual and groups in the Diaspora communities to build up interesting social, economic and political bridges that link their new places of residence with their original homelands.

The global trend and direction to exploit the advantages of Diasporas has necessitated state action in harnessing Diaspora advantages. Mberu (2013) emphasized that since the return of democracy in 1999, the Nigerian government has officially recognized Nigerians abroad as important stakeholders and potential partners in the country's development.

The Obasanjo administration was focused on the Diaspora. In September 2000, he (Obasanjo, the then Nigerian President) convened a meeting in Atlanta, USA, of Nigerians in the Americas and later a meeting in London for those in Europe to enable them to create a mechanism through which they could effectively be mobilized and involved in Nigeria's development process (cited in Mberu, 2013). This resulted into a presidential consultative meeting in Abuja and later the formation of the Nigerians in the Diaspora organization (NIDO) in 2001 (ibid).

The Nigerian government sponsored the setting up of NIDO to mobilize, coordinate and act as liaison to tap the abundant resources of the Diaspora. The organization whose leadership came from the Diaspora is recognized by both government and Diaspora as a reliable source of censoring professional Diasporas to assist in Nigeria's development (ibid).

Also, the Nigerian National Volunteer Service was established, a quasi-government organization to coordinate the governments engagement with its Diaspora. In 2005, the President declared July 25th as Nigerian Diaspora Day to recognize and celebrate the individual and collective success of Nigerians abroad as well as their contributions to Nigeria's development (ibid).

In 2007, President Musa Yar' Adua opened the second Diaspora Day and 3rd Science and Technology Conference with the theme "Connecting Nigeria with her Diaspora". The conference laid emphasis on IT, Health, Education, Investment, and Youth Engagement. The Nigerian Diaspora Day was first celebrated in 2006 with the second Science and Technology Conference. The Nigerian Volunteer Service (NNVS) is an organization under the office of the Secretary to the government of the federation and established by the Federal executive council to midwife a constructive engagement between Nigeria and her Diaspora and the Ministry of Science and Technology (National Planning Commission

Engages Nigerians in the Diaspora for National Development, 2009).

The Federal government initiative started in 2000 to engage in successful ventures earlier taken up by India, China, Malaysia, Ireland and others. The Annual Diaspora Day has provided a forum for investment, infrastructural development and job creation. Between 25th and 27th July 2011, the government had created the new Ministry of Trade and Investment to harness investment opportunities and create enabling environment for investors to come into the country. This was referred to as the Diaspora Engagement Policy (Mberu, 2013). This is to woo the Diaspora for investment, infrastructural development and job creation. President Goodluck Jonathan's visit to the United States of America in 27/9/ 2014 (9 o'clock NTA News, Business segment) was to encourage the Nigerian Diaspora to further participate in the development of the nation.

IV. DIASPORA PERFORMANCE IN DEVELOPMENT INTERVENTION REMITTANCE

Remittance records the most notable means of Diaspora participation in Nigeria's development (Soludo, 2013, Dabiri, 2013). The World Bank (2010) recorded that remittance is used for services like health, housing, business start-ups and education. From the national perspective, financial remittances have been shown to substantially affect a nation's balance of payment (BOP) and foreign exchange revenues (FEXR). World Bank report shows that Nigerians in the Diaspora remitted the sum of ten billion US dollars to Nigeria in 2008, a 47 percent of the year's GDP (Gross Domestic Product) (cited in Soludo, 2013). Chukwuma Soludo (2013) noted that the World Bank's figures recorded remittances of about 10 per cent of Nigeria's GDP in 2012 and again about 21 billion dollars in 2015.

Remittances has impacted positively on poverty alleviation, they have paid medical bills, school fees, burials and social activities and established small scale businesses. Remittances also, it is suggestive, help stabilize the foreign exchange demand (NGEX). Social capital in return migration or virtually by using communication technologies in host countries can provide access to more developed markets.

The sale of Diaspora bond is targeting the savings of migrants abroad. Nigeria had been available on the international markets on regular bond issuance since 2011 and 2012 (Diaspora Bonds, 2012). Diaspora bonds are used to finance infrastructure and development projects. The Nigerian Finance Minister, (2014) Ngozi Okonjo Iweala is a keen advocate of tapping the wealth of migrants to finance infrastructural projects in their home countries. Lack of trust on government ingenuity and transparency with the

perception of high corruption, weak justice system and lack of policy continuity is a hindrance to the success of the project (Maku Tasks Nigerians in Diaspora on Partnership, 2013).

a) *Economic*

Interest in economic investment is rising due to awareness creation by Diaspora and Nigerian government activities. In 2011, a group of Nigerian trade missions from the Diaspora concluded a three week investment drive to some states of Nigeria. They called on the Federal government to expedite action on the provision of an enabling environment as a morale booster to fast track their return to invest in the national economy. They visited Kogi, Kwara, Oyo, Bayelsa, Cross River and FCT Abuja (ibid).

b) *Education*

Diaspora citizens have tried to compliment effort of government in the areas of education and health, school adoption rehabilitation, provision of equipment like computers and accessories, upgrading of libraries and laboratories. Diaspora Nigerian academics visited the Nigeria University Commission in 2010. This was to brainstorm on best practices in university management and improving the system especially in capacity building. The idea of exchange programmes especially through improved communications was buffeted (Nigerians in Diaspora Invest in Education, 2013).

The Nigerian Higher Education Foundation in partnership with another foreign NGO launched in 2004 a non for profit organization that seeks to enhance the quality of education in Nigeria, through direct support. It holds an annual banquet since 2009 to honour some distinguished leaders for their commitment to sustainable development through education and serve as inspiration to all Nigerians in Diaspora (ibid).

c) *Investment*

Diaspora Nigerians have invested in shares and stocks and are interested in the introduced bonds. There have been initiatives of Diaspora engineers to participate in the energy, communication and transportation sectors. The transfer of knowledge through expatriates networks programme provides the rationale for the networking between Diaspora and Countries of Africa.

The Nigerian Investment Promotion Commission (based in Nigeria) noted that Diaspora Nigerians return home to seek employment or business opportunities, small and medium scale enterprises have emerged from such efforts (e.g. Quarry industry at Igbemo Ekiti, Red Brick Production at Ifaki- Ekiti)). Diaspora Nigerians hold youth support to promote leadership empowerment and networking to drive the modernization agenda. Such was the Nigerian Diaspora Youth Leadership summit held in London at the Kings

College, August 2012 (Nigerian Diaspora Youth Leadership Summit, 2012).

d) *Political*

Diaspora Nigerians have raised political awareness to fight dictatorship through conferences, media pressure and demonstrations, agitating for transparent democratic governance in Nigeria etc. Diaspora political socio-economic groups' campaign for democratic reforms as part of development in Nigeria. (Contributions of Nigerians in the Diaspora, 2013, Nigeria Should Target Diaspora Investors, 2013). The 1990s witnessed the UK based Nigerian Diaspora foundation of the pro-democracy organization, the United Democratic Front for Nigeria Abroad (UDFN) also the National Democratic Coalition (NADECO) abroad, coordinated the activities of pro-democracy movements in Nigeria and abroad and in recent times campaigned for constitutional reforms (Shuaibu, 2013). They continue to act as watchdogs of democracy. Diasporas engage indirectly in politics and sponsor political parties and elective offices. They also provide political and financial support. For example, there was Diaspora political support for governor Segun Oni of Ekiti State, and governor Kayode Fayemi (oral interview, Bruce Bolanle, 2015, Adefolaju, 2014)

V. NON-GOVERNMENTAL ORGANISATIONS

The National Volunteer Service (NNVS) and Nigerians in Diaspora Organization, NIDO are non-governmental organizations formed to coordinate diaspora Nigerians in the important bid to assist development. NIDO's vision and mission is anchored on the philosophy of using human resources of professional Nigerians to enhance the development of Nigerians abroad (Ani, 2006). NIDO was established in the year 2000 with headquarters in London. It is the official platform recognized by government to partner with public and private businesses in Foreign Direct Investment (FDI).

NIDO specializes in Professional Networking, stakeholder's advocacy and skill transfer to Nigeria. NIDO in the face of Nigeria's development challenges promises to expand resources on trade and investment missions across Nigeria as well as hosting trade missions to Europe and other capitals across the world (Nigerians in the Diaspora Organisation Europe, Website).

a) *Social*

Hagher (2009) noted that Nigerians are hooked on Nigerian culture. They promote exhibition of art, theatre performance and music concerts. Nigerians wear cultural attires, patronize and sell indigenous cuisine and films. Igbo day is celebrated in the USA, the Isaac Boro day by the Deltans, cultural associations are formed to create bonds and promote indigenous

cultures amongst members. These associations also sponsor development initiatives in Nigeria.

b) Medical Assistance

Diaspora Nigerians often mobilize medical teams to Nigeria, drugs, check-ups and treatment are often given free of charge, sometimes free operations are done as assistance to patients in need (Contributions from Diaspora Nigerians, 2013). Nigerian doctors in the Diaspora and other stakeholders converged in Abuja on September 5, 2012 to brainstorm on how to actualize the transformation agenda of the Jonathan administration in the health care sector and seek collaboration of the private sector to provide best healthcare delivery services in Nigeria (Health Minister Meets Nigerian Diaspora Medical Doctors, 2012). In 2011, the Federal government had signed an MOU, with the association of Nigerian physicians in the Americas (ANPA) and the medical association of the health professionals from the Diaspora. Special areas of impact are on good conduct and behaviour.

c) Others

Other professionals such as engineers and accountants contribute variedly to Nigeria's development. There have been individual contributions to locality and state development. Some contribute directly to their alma mater and some give scholarships to indigent students. Ethnic and professional associations are also visible at local level contributions (Sokan, oral interview, 3/9/2014).

Negative contributions such as assistance to politicians in money laundering, favour for fat contracts, assistance to buy properties abroad, harlotry, trafficking, 419 scam etc., bring negative image to Nigeria but the huge populations of law-abiding Diasporas encourage further the need to partner with them for development purposes (contributions from Diaspora Nigerians, 2013, Supporting Primary Education in Nigeria, undated).

VI. CHALLENGES TO DIASPORA INTERVENTION

Ventures Africa listed obstacles that discourage Diaspora Nigerians from returning home such as, bad political climate full of corruption and lack of transparency, lack of informal structure, no stable power supply, no arable and well-distributed water system, no good road network, lack of touch with the system, no good source of information and representation, such as in India and China. The Nigerian government's representation of the Diaspora is considered redundant and the Diaspora groups are lousy with power struggle and the comfort of the Diaspora compared to Nigeria (Ventures Africa).

Further, challenges to investment in homeland by Diasporas include lack of trust, bad governmental policy, insecurity, little or no infrastructural development, and lack of good representation, insecurity, corruption,

piracy, violence, militias, bad governance and terrorism. All these have led some to conclude that Nigeria is a failing state.

In addition, my interview respondents, Engineer Ademola Adepoju (13/4/14), Grace Owoeye (6/8/13), Femi Adefolaju (13/4/14), complained about the attitude of friends and relatives who believe Diasporas are money bags to be exploited. Many noted how funds transferred home are embezzled or mismanaged by family members or friends and sometimes contractors. Ogunyemi (2013) recorded that the impact of remittances is mostly felt at a micro-economic level and can only be felt at macro levels when used for investment.

To Okene Adams (2010) factors of inhibition to the success of Diaspora development interventions include, poverty, lack of capital, god fatherism, political hurdles of development, and the Nigerian socio-cultural milieu (i.e. unwilling attitude of homeland Nigerians due to envy, exploitation and greed) which he suggested the country can overcome through dedication and determination in collaboration.

On the side of the Diasporas, corrupt Diasporas assist Nigerian politicians and government officials launder stolen money leading to desiccation of Nigeria's image and duplicity. Adams (2010) noted that, most diasporas (also corroborated by oral interview, Eng. Adepoju (13/4/14), Femi Adefolaju (13/4/14), Olowomehin (3/3/13), Gladys Umeh (2/5/13) note official corruption as the most notable economic disaster of the nation. Adams (2010) insist hat a correction of the social policy is a fundamental task that goes to the root of the prevailing unjust economic order. Segun Sango, General Secretary, Democratic Socialist Movement emphasized that it is an assignment that goes beyond the scope of periodic but highly expensive prosecution of a few individual which is the stock in trade of capitalist governments in the world over, reiterating the idea that corruption and bad governance are the duo bane of Nigeria's socio-economic and political progress(cited in Adams, 2010). Segun Sango further noted that recommended solutions to the powers that be on how to combat these epileptic barriers attract no concern or are at most minimized; this is because the government and its cronies are the same people that perpetrate and facilitate the atrocity that retards the growth of the nation (Segun Sango General Secretary DSM)(ibid).

The Jimi Coker's (a returnee medical professional) experience illustrates the little expertise and frustration in Diaspora development intervention (cited n Adams 2010). Such include challenges of personal and institutional cost, little professional ethics of Nigerian health care providers and Nigerian attitude to their health in addition to poverty and ignorance. Challenges notwithstanding, the Diaspora present a good avenue to assist the socio-political and economic development of the nation.

VII. OVERCOMING THE CHALLENGES

The evidence about the contributions of other migrants to development of their countries, (see studies by: Guita 2009, Nauja 2009, Cohen 1997, Cuko and Traore, undated) reinforce the basis for seeking ways to engage the Nigerian Diaspora in the development of the country. In recent times, the Chinese, Indian, Korea, and other communities of Diaspora nationals have been heralded as champions in knowledge and skills transfer, Foreign Direct Investment (FDI) flows from their adopted economies to their home origin, contributing in part to the rapid pace of industrialization that these countries have witnessed (ADP fund special paper, undated). To explore these advantages, Nigeria should do everything to attract the Diaspora by providing the ideological and institutional arrangement for improved relations, a reverberated point that Nigeria should establish a special institute for research on Nigerians and Diaspora cooperation (ADP Special Paper. Corroborated by oral interview – Tunde Adeniran Orin- Ekiti 7/8/14).

Bankole (2010) noted that from the Diasporas indigenous skills can be harnessed for national development. The media department of the office of the secretary to the government of the federation in 2007 noted the increasing desire by the Nigerians in the Diaspora to be involved in the development process.

The Diaspora need to have a paradigm shift in direction of focus from charity to collective and massive business and economic investment through brain circulation and grass root community organizing (ibid), a two way flow of skills, capital and technology, benefiting both the sending and receiving countries (ibid). The Yar'Adua administration set aside 8 billion naira to attract and encourage the Diaspora Nigerians to be part of an on-going economic development. President Jonathan also elevated the Diaspora office, an arm of the Ministry of Foreign Affairs to a full-fledged Diaspora commission and appointed a senior special adviser, Bianca Ojukwu and currently honourable Abike Dabiri Erewa to see to it, to provide for the engagement of Nigerians in the Diaspora in the project of participation and utilization of human capital and material resources towards the overall socio-economic, cultural and political development of Nigeria. It is further emphasized that the dynamism of future contributions to national transformation will come from the children and grandchildren of the present day Diaspora.

To overcome available challenges therefore, institutions established by government to improve Diaspora cooperation should be democratized to reach the grassroots. Ambassador Tunde Adeniran (Oral interview 7/8/2014) insisted, "The impact of such cannot be felt unless there is governmental democratization of such effort. Institutionalization of such bodies into state and local levels will further bring the visible impact of Diaspora interventions in development." It is noted that

the existing mode and methods of contacts and engagement between the Diaspora and the homeland remain largely informal, adhoc and are mostly at family, community and hometown levels (ADP, Special Paper,). It is relevant to have certain facilities on ground and the enabling environment to assist Diaspora initiatives such as – Safe and secure environment, Provision of sustainable and reliable infrastructure – such are water, good roads, electricity, telecommunications and good road network. A good housing programme with reliable mortgage system (This to a level has encouraged some Diaspora return but more work is needed (ibid). Solanke (2011) noted that African artists and entertainers can further export a cultural rebrand of the African image. The entertainment industry is an insidious avenue to propagate positive information about Nigeria.

Policy continuity is germane to maintaining trust of Diaspora citizens. Inconsistency in government attitude to Diaspora has become a bane to participation. New regimes are akin to forget or abandon the good policies introduced earlier e.g. the 2007 "Citizens diplomacy" to address the prevalent incidents of alleged abuse and persecution of Nigerians in different parts of the world (Bankole, 2010). Bankole asserts that available information show that there are many Nigerians with proven integrity who contribute to its (Nigeria) development and promote its reputation. This is a testifier to the fact that pockets of negative incidences such as the 419 scam (fraudsters), drug dealing and other vices should not be allowed to feed the existing mutual suspicion between diplomats and Diaspora residents (ibid). Stereotypical perceptions of how some citizens are involved in various illegitimate pursuits should be removed.

There should be effective anti-graft legislation on corruption (The President Buhari Administration's Anti graft Initiative should be further promoted and legislated). It is also important to enthrone good governance, probity and transparency. Anti-corruption will create the environment for trust needed by Diasporas to invest. It is necessary to have an attitudinal redirection, research and opinion polls conclude that governmental attitude (of both host and home countries) are focused on exploitation of professionals, a population of which is probably less than 50 percent. It is relevant to find access to the remainder of the population as their contributions might provide the necessary leverage for positive achievements.

Visiting Diasporas must be tolerant of the system and try to be optimistic about correcting the system. Diasporas must not expect special treatment in contract negotiations and political appointments. This could create discontent, hatred and hostility. Counter wise resident Nigerians should not be hostile or opportunistic with returnee Diasporas. They should not exploit them or create disadvantages to show they are

no more Nigerians or that they left when things were bad or wish to return now that things are better (ibid).

Institutionalization of trade and investment at state and federal levels, purchase of landed properties, and transfer of scientific and technical and intellectual knowledge are important areas to address (the Diaspora Bond should be focused on infrastructural development). Money transfer limitations should be better addressed with reduced taxation and there should be better access to e-banking at local and village levels. Corrupt Diasporas should be apprehended to stop the image desiccation. There should be enthronement of good governance, probity and transparency at all levels of Governance Existing processes and strategies should be sustained and improved upon.

VIII. CONCLUSION

The Nigerian Diaspora provides a good source of development intervention to assist the country. To encourage and sustain Diaspora intervention in development, the Nigerian government and citizenry must provide a positive enabling environment by removing the hindrances and stumbling blocks to participation. This will be effective with sustained good policies that will ensure probity and transparency to curry the trust of the Diaspora Nigerians. A democratisation of the polity is an essential, grass root institutionalisation of Diaspora into governance is also important. The sustenance of Nigeria's future development is hinged on this as an important point to assist other development models. It is apt to agree with Hagher (2009) that, the Nigerian Diaspora is truly an immense engine of growth for our country, a huge reserve and resource to be carefully nourished, harnessed and channelled towards our fast track national development strategy.

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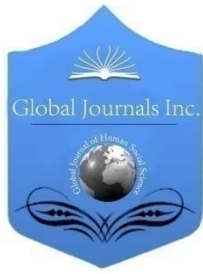
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Proper Filing and Computerized System as a Tool for Successful Business Operations in Ghanaian Tertiary Institutions

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Abstract- Information is the backbone of every business organization. It is, therefore, essential to a company's health. However, it is easily taken for granted until its import is missing. Records and information management (RIM) exists to prevent that from happening, but when filing systems are overdue for a time –up, critical data is most vulnerable. A poor filing system is a problem which might easily elude an organization unless internal operations have already begun to unravel it. The consequences of missing records and duplicate data are severe enough to impact business performance, and there are legal and financial implications as well as security concerns. This paper attempts to describe a way to create a good system for organizing, maintaining, and backing up files and folders on a personal computer. Furthermore, the paper examines modern methodology through computer based applications. While there are a number of ways to accomplish this task, the paper attempts to provide some guidelines and directions for creating a system that works best for the type of information being organized. Additionally, this paper examines the definition of filing as well as the important role filing plays in the day-to-day operations of an organization.

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Abstract - Information is the backbone of every business organization. It is, therefore, essential to a company's health. However, it is easily taken for granted until its import is missing. Records and information management (RIM) exists to prevent that from happening, but when filing systems are overdue for a time –up, critical data is most vulnerable. A poor filing system is a problem which might easily elude an organization unless internal operations have already begun to unravel it. The consequences of missing records and duplicate data are severe enough to impact business performance, and there are legal and financial implications as well as security concerns. This paper attempts to describe a way to create a good system for organizing, maintaining, and backing up files and folders on a personal computer. Furthermore, the paper examines modern methodology through computer based applications. While there are a number of ways to accomplish this task, the paper attempts to provide some guidelines and directions for creating a system that works best for the type of information being organized. Additionally, this paper examines the definition of filing as well as the important role filing plays in the day-to-day operations of an organization. Furthermore, by conducting research into six Universities in Ghana, the paper assesses the impact of filing on Methodist University College Ghana and University of Ghana, in Greater Accra Region, Kwame Nkrumah University of Science and Technology in Ashanti Region, Catholic University College in Brong Ahafo Region, University of Mines in Western Region, and University of Education Winneba, in Central Region. It identifies some weakness or common mistakes with filing system used at the tertiary institutions mentioned above, the importance of filing in general, the consequences poor filing system would have on the corporate image of a tertiary institution. Subsequently, the paper aims at the discussions of the challenges of filing and makes some recommendations which will ensure efficiency and effectiveness of filing at Methodist University College and the other Universities in Ghana. Finally, the paper concludes with the preservation of records and documents.

I. INTRODUCTION

a) Statement of problem

Poor filing system in most offices has been one of the major challenges over the years. It is in this regard that Harrison (1986) observes that Administrators, Stakeholders of firms, Organizations and Educational Institutions have been holding series of workshops, conferences and seminars with the view to facilitating the process of filing system. Harrison John

(1986) observes that a delay in locating a paper will interfere with and delay the other sections of the business. Sparling Allan (1970), further stipulate that the misfiling of even one important letter may cause serious inconvenience to an executive, financial loss to the business, and considerable embarrassment to the person who misfiled the letter. Evans Desmond (1986), states that a recent survey found that one in every ten documents or files stored becomes immediately lost forever, due to inadequate and filing techniques and practices.

Good Filing system in offices leads to the achievement of organizational and educational objectives. In some offices the filing and storage of data, whether in the form of paper letters, invoices or memos or as computerized electronic files, is regarded sometimes as a chore or necessary evil. And, not surprisingly, it is in just these same offices that tempers become frayed and staff frustrated and irritable when vital documents cannot be found before, say, a meeting which the Chief Executive Officer is attending! Indeed, a recent survey found that one in every ten (10) documents or files stored become immediately lost forever, thanks to inadequate and careless filing techniques and practices. **Accomplished records management skills and techniques form a most important part of a secretary's repertoire today, particularly since developments in electronic office automation are transforming the speed at which data may be stored and accessed and extending massively the amount of data which organizations wish to retain and refer to at intervals.**

The efficiency and effectiveness of every office work basically depend on the systems of filing and indexing that have been put in place. This is particularly so where there is a large amount of manual work. Even if automation (computerization) is adopted on a very large scale, filing and indexing are equally important. A reliable filing and indexing systems supported by competent staff that is well-versed in the art of filing and indexing are great assets to the Office Management and Administration. It is, therefore, incumbent on every Office Manager in consonance with modern ways of filing to ensure that a good and efficient system of filing and indexing is being adopted and used in the various offices.

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b) Definition of filing

Filing is the term used to describe the process undertaken to arrange and classifying office documents in suitable forms so that they can be retrieved with ease without any difficulty. It is in this regard that Denyer (1994), define filing as the process of arranging and storing records so that they can be located when. A file is, therefore, a collection of letters, memoranda and other papers relating to the same matter usually kept in a particular folder. This brings to fore the need to put in place a good filing system which will ease reference to documents. Nonetheless, it is worth knowing the difference between a filing method and a filing system. Filing methods deal with the way materials are stored or preserved in a file. That is, how the materials are arranged, classified and numbered to ease reference.

On the other hand, a filing system is concerned with how the various files on the various subject matters are managed. This covers the type of equipment used to store the files and the identification strategy used to locate or retrieve a file from a cabinet or a cupboard George Terry (1984), on the other hand defines filing system as the method of keeping papers in an accepted file according to pre-determine system so that they can be easily as well as quickly found. Based on above definition, it is concluded that the process of arranging and storing the records for the future reference is called filing. Records are the valuable assets of every organization including Methodist University College Ghana. They therefore need to be preserved safely.

c) The Significance/Purpose of filing

The acts of keeping records are daily activities for every office. They, therefore, have their own importance and categories:

Firstly, it makes the proper arrangement of such records by classifying and analyzing for the proper views as per the requirement. The importance and purpose of filing is to keep the records and documents safely. Collected records may have their use in the future. So, filing keeps the records safety from insects, fire, water, theft, misplacement, dust, dampness etc. and makes available for the future use. Filing not only keeps the records safely but also arranges them in a systematic way which facilitates on the availability of records in a minimum effort.

Secondly, it is not for nothing that organizations spend time and money on training and equipment on filing systems and methods. Indeed, organizations that attach great importance to filing systems and methods do spend a lot of money to develop them because of the related benefits.

d) Factors that make filing on important office activity

Man has limited memory in the face of numerous files to be kept. It is thus incumbent that files are properly kept neatly through computerization and with hard copy backups. For example the computerized

system helps to determine who has a particular file taken from a computerized cabinet or a cupboard.

For the sake of saving records from early destruction (protection of documents):

There are several cases of important office documents eaten up by insects, mice and other rodents not forgetting hazards that fire also poses to such documents.

For locating file movement: Filing is important because it helps to determine who has a particular file taken from a cabinet or a cupboard. This is through the use of an out-guide, out –marker or a tracer system.

Saving of valuable space: A good filing management because it helps to save more space. Sights of the desks of office staff inundated with files are common in many offices. Sometimes, the files are so many that they eat up a greater part of the desk top space needed for other things.

Keeping office and file neat and tidy: Filing is important because apart from keeping the files themselves neat and tidy, it has the same implications for the office generally. This is because desk tops, floors and other unsuitable places are cleared of files particularly, the dormant types. It is quite nauseating to pick files which are very dusty when they are not properly managed.

Providing security for confidential documents: The important of filing is also evidenced by the security it provides for confidential documents when file are kept under lock and key.

The importance of a good a filing system is to increase efficiency: Filing makes reality availability information available without delay. It facilitates to run the business efficiently. Written evidences: Filing keeps the written records safely which can be presented as evidence in the court to settle disputes because it provides factual information.

Promoting goodwill: Filing keeps the past records of customers and helps to deal with them accordingly which promote companies goodwill.

Statutory requirements: Filings keep all the records safely which are useful to full fill the statutory requirements. Provision of accurate and authentic records: Filing provides complete accurate and authentic application of documents.

Achievement of goals: Filing a report allows the university the opportunity to meet the goals of creating a safe environment that support the goals to be achieved.

Increase in productive level: A functional office filing system will not only help company officials to become more organized but it will also increase the productivity levels.

Production of tangible results: The right filing system produces important tangible results.

Time saving: Filing techniques can help the office staff save time and look much more efficient at work.

Enhancing future planning of the organization: By providing availability of previous records, it helps in the future planning of the organization.

II. LITERATURE REVIEW

Sparling Allan E. (1970) opined that the correspondence and records of a business are essential to its successful operation, and every important paper must be filed so that it can be found at a moment's notice. He stipulates that a good filing system is the best place to keep important papers, but it is also one of the worst places to lose them. The misfiling of even one important letter may cause serious inconvenience to an executive, financial loss to the business, and considerable embarrassment to the person who misfiled the letter. To ensure **"perfect filing" of papers, "perfect filing" is necessary.**

According to John Harrison (1979), a large part of the efficiency of an office depends not only on the existence of a reliable filing system, but also on the competence of staff in the art of methodical filing and indexing. Filing is carried out for two primary reasons:

- i. To preserve correspondence and other documents, i.e. to keep them tidy and clean.
- ii. To have the information contained in the papers available for quick and easy reference.

He stipulates that correspondence must be filed accurately so that it can be referred to quickly. A document filed incorrectly can be the cause of a delay in a business transactions and even the cancellation of a valuable order. Only when the filing system is efficient can the office function properly, as a delay in locating a paper will interfere with and delay the order sections of the business.

a) Technology; Computerized Filing Systems

COMPUTER systems can store vast amounts of data. But, as with records kept on paper, merely putting something into a file cabinet is not enough. There must be some way to retrieve the information again when it is needed.

That is increasingly falling to special computer programmes called **data base management systems.** Like any good file clerk, a data base management sets up the electronic data bank files with necessary cross-references, stores the data and retrieves it when requested.

In addition to increased speed of retrieval over paper storage, an electronic data base makes it easier to keep information up to date. With paper storage, a company might have the same information in several places. A customer's address might be on a master mailing list and on the billing department's list of overdue accounts. If the customer moves, the address must be changed in several places. With electronic storage systems, a customer's address can be stored once and shared by everyone. The data management

system must see to it that people retrieve only the data they are allowed to see.

Such systems, soled for several years by computer companies and independent software companies, are growing in popularity. Robert N. Goldman, Senior Vice President of Cullinane Database Systems Inc., which sells data management programmes to run on I.B.M. Computers remarked "When we started offering data base systems in 1974 and 1975, we had to justify why customers wanted them". He said "Today people accept that they need them." Once used only on the largest computers, such systems are also being sold to run on minicomputers and even desk-top microcomputers.

Data base management are also expected to be a central feature of the automated office of the future. An important use of the computer terminals that are landing on more and more desks is to allow office workers who need data to get it directly from the computer rather than ask a programmer to write a programme to get it. A marketing analyst for instance, might request sales totals for different cities. Some office automation companies have recently announced recently announced systems with such capabilities.

One development that will help allow such retrieval of information is the so-called Relational Data Base Concept. Every company has grappled at some time with how best to organize its records. But in the case of electronic record-keeping, the study of that problem has become a mathematical science and the subject of a somewhat abstruse debate.

Most existing data base management systems organize data in a hierarchy resembling s family tree. A university data base, for instance, might be broken down into schools, with each school further broken down into departments and each department then broken down into faculty members.

The main drawback of most such systems, according to Jeffrey D. Ullman, a Professor of Computer Science at Stand ford University, and other experts, is that to get the information, the user must tell the computer on what he wants, such as a list of the Faculty members in the Civil Engineering Department, but where in the tree to go. That means he must be familiar with the tree.

The relational structure was conceived in 1970 by an I.B.M. Scientist, E. F. Codd. In relational system, the data is stored in cross referenced tables. The university data base might have one table listing schools and their departments and another table for faculty members, listing their departments and other characteristics.

With that kind of system, the user does not have to know how the data are stored. He can merely ask for the information in a language resembling English and the computer will find the columns in the tables.

Because of that ease of use, many experts see relational data bases as the wave of the future.

One drawback, however, is that to gain such ease of use of the relational systems have rendered to be slower than hierarchical ones.

The answer to that might be to build machines that would specialize in filing and retrieving. The machines as would attach to the main computer.

Progress is being made in other areas as well. With all the data being stored in computer, there is a need simply to catalogue what data are in storage. Such data about the data base are being stored in computers in what are called "Data Dictionaries." Progress is also being made in letting computers in different locations split the storage task but share files.

Robert M. Curtice, head of the Data Management Unit at Arthur D. Little Inc., a Cambridge, Mass, Consulting firm, said "in data processing we have paid much more attention to the processing side than to the data side until a few years ago". The new developments, he said, reflect the growing recognition that **"the data has value in itself."**

III. METHODOLOGY

A population of eight-four (84) people from five regions of Ghana, that is, Central, Brong Ahafo, Greater Accra, Western, and Ashanti across the southern sector within six Universities such as, Methodist University College and University of Ghana, in Greater Accra, Kwame Nkrumah University of Science and Technology in Ashanti Region, Catholic University in Brong Ahafo Region, University of Mines in Western Region, University of Education in Central Region, were interviewed to ascertain what has been the current state of filing system within their administrative set up. Thus, fourteen people were selected from each University to answer the questionnaire below. The constitutions of the fourteen people were made up of eight senior administrative officers and six junior staff members from each of the six Universities. More senior members were selected because of their in-depth experience in filing system.

1. Do you have any knowledge with regards to use of computing in filing system?
2. What type of storage system is used for keeping copies of files at your office?
3. Is it difficult retrieving hard copy files at your office?
4. Should personnel at the administrative setup periodically go for refresher courses with regards to filing system?

The rationale behind question one was to ascertain how the administrative personnel have been either attending seminars, refresher courses or have been abreast with modernity in filing system. Question one is followed by two to be sure of how well selected officers were informed with regards modernity in filing

system. The essence of question three was to find out how well officers kept files at their various offices. Finally, question four was asked to find out the readiness of administrative personnel to upgrade them with regard to filing system. Out of the eighty-four people who were interviewed, fifty of them indicated that their knowledge in computing was not much as compared to ten, who answered both questions one and two correctly, demonstrating a good knowledge in computing. However, the remaining twenty-four administrative staff comprising of both senior and junior staff members indicated that they had very limited knowledge in computing as regards filing system. With regards to question three, sixty of the selected officers indicated that file retrieval was very easy. Twenty indicated that it was a bit cumbersome and the remaining four indicated that it was very difficult with hard copy files but very easy with computerized filing system. With regards to question four all the population of eighty-four gave a positive response.

Analysis of the answers given by the population of eighty-four people from five regions across the southern sector of Ghana interviewed reveals the following:

1. There is the need for more refresher courses in computing pertaining to modernity in filing system.
2. Hard copies of files are well kept in all the six Universities thus indicating that most administrative personnel have good knowledge pertaining to keeping of hard copy files.

a) *The Consequences of Poor Filing System*

When documents are not properly filed, all the gains identified under the importance of filing above will be negated. In addition to the negation, the following are also some of the possible consequences if documents are not properly filed.

1. A poor filing system may lead to loss or misplacement of records and documents.
2. It may also lead to a hold up of some of the activities to be carried out in the office.
3. A poor filing system can lead to waste of precious time used to search for documents and records. It is also an indication of office mismanagement and maladministration.
4. When there is poor filing in an office, it can bring about malfunctioning of other departments, sections or units.

IV. RECOMMENDATIONS

To ensure a good filing systems in the university college (MUCG), the following recommendations must be strictly observed by secretaries and all those who are directly involved in handling office files.

A good filing system is a facilitator to quick references and retrieval of documents and records.

What constitutes a good filing system may be characterized by the following:

- **Simplicity**

For ease of understanding and operation, a good filing system should be simple. A complex filing system will be difficult to understand and operate.

- **Accessibility**

This characteristic refers to the nearness of the files to the user. This implies that all the cabinets should be strategically positioned so that they could be easily reached by potential users.

- **Safety and Security**

The system being used should be capable of providing safety and security to the documents filed. This is necessary for confidential materials.

- **Compact.**

The system should have the characteristic of compactness. In other words, the system adapted should not take up too much space in terms of equipment and floor.

- **Suitability**

A good filing system should be relevant and suitable to the documents to be filed.

- **Economy**

A good characteristic of a good filing system is that, it should not be too expensive to operate.

That is, the expenditure on the equipment and the operation should be reasonable on the equipment and the operation should be reasonable and economical for the benefit of the University College.

- **Cross-reference**

Cross-reference refers to making room for documents or records to be located under different headings. A good filing system should provide for the possibility of location documents or records under different headings.

- **Out-Guide /Out-Maker /Tracer System**

Out-Guide /Out-Maker /Tracer system is a system that gives an indication of when and where a file has been taken to.

A good filing system should have this important characteristic so that a file that has been taken from its original place could easily be located.

- **Expansion possibilities**

The system of filing should make room for future expansion when the volume of operation increases.

- **Classification system**

A very important characteristic of a good filing system is appropriate classification system. For example, the classification may be based on Departments, Sections or Units. It may also be based on numbers or alphabets.

- **Trained Personnel**

The efficiency of the system in operating will depend on the availability of trained personnel. The system should, therefore, have well- trained personnel. There should also be in place, a policy which will enable secretaries and personnel who handle files in the University College, to go through regular in-service training programmes.

- **Maintenance Culture**

The policy of maintenance culture should be enforced to take care of filing equipment e.g. (Filing cabinets).

- **Precaution against office accident**

To avoid accident in the offices, that following precautions should be observed:

- a. Secretaries should be taught never to open more than one drawer of a filing cabinet at one time.
 - b. Pulled out drawers which obstruct movement in the office should be pushed in immediately after use.
 - c. Overloading of files, books and other materials on top of filing cabinets should not be entertained.
- Someone, preferably a responsible official, must authorize the filing of documents (by marking them in some way, perhaps initialing) and indicate also how and where each should be filed and indexed. The most likely person is the departmental head. (This is often referred to as 'releasing').
 - Someone must be authorized to sort documents into file order.
 - If an index is used, the documents must be entered on the index as authorized above.
 - Some arrangement must be made for the removal of documents from, and their return to the files. Someone must be responsible for removal and replacement and for keeping records of documents issued and to whom.
 - It must be worked out how long documents are kept in current files and at what regular intervals they are to be transferred to long-time storage. This is referred to as 'weeding'.
 - At what regular intervals the documents in the long-time storage files are to be removed and destroyed.

V. CONCLUSION

The importance of a good filing system at Methodist University College Ghana should not be under-rated since it promotes efficiency and effectiveness of office activities and operations. The efficiency and effectiveness of every office work basically depend on the systems of filing and indexing that have been put in place. This is particularly so where there is a large amount of manual work. Even if automation (computerization) is adopted on a very large scale, filing and indexing are equally important. A

reliable filing and indexing systems supported by competent staff that is well-versed in the art of filing and indexing are great asset to the Office Management and Administration. It is, therefore, incumbent on every Office Manager in consonance with modern ways of filing to ensure that a good and efficient system of filing and indexing is being adopted and used in the various offices. Sparling Allan E. (1970) opined that correspondence and records of a business are essential to its successful operation, and every important paper must be filed so that it can be found at a moment's notice. He stipulates that a good filing system is the best place to keep important papers, but it is also one of the worse places to lose them. The misfiling of even one important letter may cause serious inconvenience to an executive, financial loss to the business, and considerable embarrassment to the person who misfiled the letter. A poor filing system may lead to loss or misplacement of records and documents. It may also lead to a hold up of some of the activities to be carried out in the office. A poor filing system can lead to waste of precious time used to search for documents and records. It is also an indication of office mismanagement and maladministration. When there is poor filing in an office, it can bring about malfunctioning of other departments, sections or units. A good filing system is, therefore, a facilitator to quick references and retrieval of documents and records. To ensure "perfect filing" of papers, "perfect filing" is necessary.

Preservation of Records and Documents:

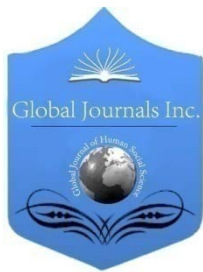
Preservation of records and documents is a very vital activity which every office cherishes. In the absence of a good filing system of preservation of records and documents, offices can hardly achieve their objectives. Occasionally, it becomes necessary out of emergencies, to make references to certain documents and records such as payroll, receipts, invoices and other statistical data. When these are not properly stored or preserved, they cannot be referred to immediately and will create a lot of inconveniences and hamper office activities. The frustrating experience of searching for a customer's or student's records for hours an end before a service can be rendered is a nightmare that can easily destroy the corporate image of the University.

When records and documents are properly preserved, retrieval becomes easy. This promotes faster processing of office information and other activities.

On the bases of the above, the University College or an Organization will be paying dearly for neglecting the importance of good filing system in the areas, of preservation and retrieval of documents and records.

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Gathering Meaningful Artifacts: Integrating the Technology of E-Portfolio into Health Care Professional Education

By Libba Reed McMillan RN PhD & Margot Fox RN MSN

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Abstract- One objective of Healthy People 2020 identifies the use of information technology (IT) as a health communication strategy for the promotion of population health and health equity. The purpose of this assignment is to describe creative application of evidence-based best practices through userfriendly web designs. It is integral for all educators, especially health professionals, to use relevant IT, as delivery of health information and services continues to expand. Using eportfolios in classroom assignments and as a capstone activity can assist faculty members with evaluating and understanding student outcomes. E-portfolio and technology are not foreign concepts to students, but student understanding of what it means to be a professional, and to integrate professional concepts into personal and professional behaviors, were necessary at the onset of educational programs. Using e-portfolios promoted critical reflection; particularly when students were introduced early in their professional programs to the collection of relevant artifacts.

Keywords: *e-portfolio, information technology, critical reflection.*

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Libba Reed McMillan RN PhD^α & Margot Fox RN MSN^σ

Abstract- One objective of Healthy People 2020 identifies the use of information technology (IT) as a health communication strategy for the promotion of population health and health equity. The purpose of this assignment is to describe creative application of evidence-based best practices through user-friendly web designs. It is integral for all educators, especially health professionals, to use relevant IT, as delivery of health information and services continues to expand. Using e-portfolios in classroom assignments and as a capstone activity can assist faculty members with evaluating and understanding student outcomes. E-portfolio and technology are not foreign concepts to students, but student understanding of what it means to be a professional, and to integrate professional concepts into personal and professional behaviors, were necessary at the onset of educational programs. Using e-portfolios promoted critical reflection; particularly when students were introduced early in their professional programs to the collection of relevant artifacts.

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1. INTRODUCTION

Faculty members at a baccalaureate nursing program have been actively involved in the e-portfolio process and committed to integration of relevant artifacts into our 5 semester professional program. The e-portfolio initiative has been on-going at a university level for five years. The School of Nursing is involved since the inception, with two senior faculty members serving as ambassadors to ensure initial and ongoing training and development of junior faculty members, rubric development and modifications, soliciting faculty feedback, and ensuring artifacts were integrated into each semester's content. As faculty members of first semester (junior-level) nursing students, we have been challenged to promote relevant assignments to produce artifacts, such as professional papers. Additionally, we sought to explain to students how these artifacts related to program curricular outcomes. E-portfolio and technology were not foreign concepts to our students, but student understanding of

what it means to be a nurse, and to integrate professional concepts into their personal and professional behaviors were necessary at the onset of our program. Our curriculum is structured to where concepts are threaded through each course, and also organized to progress from student learning of wellness to illness concepts; easier to more difficult theoretical and skill acquisition. We sought for students to demonstrate their professional progression in an increasingly sophisticated way, requiring initial investment and engagement in the e-portfolio project.

The vast amount of affective knowledge in the field of nursing requires a tremendous amount of reflective ability and the ability to communicate comprehension of course material and experiential knowledge at different stages in the program. Selection of artifacts for the e-portfolio aligns with our expectations as faculty for the student to be able to possess and cultivate knowledge, skills, and attitude competency.

The implementation of educational strategies that effectively prepare future healthcare professionals for roles in community health promotion is a consideration for faculty members involved in curricula development. The future role of healthcare professional students as technologically competent community educators is important to consider in course curricula design. One objective of Healthy People 2020 identifies the use of information technology (IT) as a health communication strategy for the promotion of population health and health equity (United States Department of Health and Human Services [HHS], Health People 2020, 2014). Community health education is recognized as integral in addressing national health disparities. The Internet has become a vital avenue for health information dissemination by individuals and public and private organizations. As the Internet becomes saturated with reliable and non-reliable sources, health care professionals are challenged to use IT for effective communication of reliable health information and services which influence public health behaviors and decisions on course of care. Creative application of evidence-based best practices through user-friendly web designs will be integral for health professionals as the use of IT for the delivery of health information and services continues to expand (HHS, Health People 2020, 2014).

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II. MATERIALS

Baccalaureate nursing education must have clear nursing curricular outcomes that are communicated and reinforced early in the nursing program. Novice students must see a connection in curricular expectations, the nursing profession, and clinical practice applications. Students must be held accountable early in the program to produce meaningful artifacts that culminate into a capstone experience upon completion in the program.

E-portfolio provides opportunities for students to assimilate assignments, reflective observations, and visual representations throughout their nursing program. Curricular outcomes in the form of communication and collaboration skills, critical thinking and clinical judgment in clinical practice, scholarship for evidence-based practice skills, clinical prevention and population health skills, diversity skills, and leadership skills are essential to the nursing profession. Selection of artifacts for inclusion in an e-portfolio, combined with requirements to provide a reflective comment assist with students connecting their programmatic curricular outcomes with entering the nursing profession. For example, use of information technologies to assist with effective communication to promote high quality patient outcomes within healthcare systems is congruent with the poster project. From a microsystem level, the student's poster on a specific health promotion topic reaches a specific target audience. When placed in an e-portfolio, it has the capacity to reach greater healthcare systems, as this information is eventually shared with other students, potential employers, and faculty members.

III. METHODS

Active learning was used throughout the course as students chose a relevant issue to the population served by the agency, performed a literature search, implemented strategies for evidence-based research, created an annotated bibliography, and developed a professional paper to communicate findings of best practices. The final student assignment components were the design and class presentation of an innovative professional poster on the selected topic and appropriate for target audiences in the community education environment. Instead of traditional printing of poster projects, the students were challenged to integrate technology in the creative design of a poster that professionally and effectively communicated information for health promotion of diverse populations. The students submitted the posters electronically for evaluation by the course leader. Class time was designated for poster presentation, and students were randomly selected to share their design with peers. The completed posters were assembled using a web-based search engine into a teaching tool to be posted on

various community partners' websites or internet pages. The website was organized to include information on the poster project, contact information, health promotion topical statistics and treatments on the specific topics seen most frequently. These posters were then used as artifacts in student designed e-portfolios.

IV. RESULTS

Academic-service partnerships promote collaboration between professionals and students and offer opportunities for creative thinking while advancing mutual interests (Beal, 2012). One of the multi-faceted objectives of many community health agencies is increasing knowledge and awareness of health issues through innovative educational campaigns. A learning partnership between local community health care services (such as women's clinics, veteran support groups, high school health care groups) and a professional nursing concepts' class provided an avenue for development of a multi-topic educational website on "hot topic" health issues. A representative from the selected agency contact students and provide background information on the history, mission, offered services, and significance of the role of the community organization. Partnership with the agency provided an opportunity for students to become active participants in evidence-based research and health promotion in the clinical environment.

V. DISCUSSION

E-portfolio is an effective learning method for novice nursing students. The impact and power of the use of the e-Portfolio is centered less on the technological aspects as the student's ability to critically think about the relevance of their artifacts, and their ability to see their own progression of professional maturity upon completion of the program. Initially, novice students struggle to understand how abstract theories, such as health promotion and becoming a nursing professional relate to curricular outcomes. Providing opportunities to display student assignments, related to curricular outcomes, and combined with reflective statements supports the use of e-portfolio. For example, students can see their progression from a simple, one-themed health promotion poster in the first semester to a research poster displaying results of a health promotion activity produced as a team data-driven artifact. Academic-practice partnerships are helpful to teach necessary professional concepts, such as multi-disciplinary communication and collaboration. Creating assignments that result in relevant artifacts that are usable to both the student and the collaborating agency enhance the mutual benefit model necessary in sustaining interest and support. For example, in partnering with a women's health organization, the students felt a sense of pride in designing and

contributing to health promotion information directly used on the organizational website.

It is imperative that students make the correlation of learning concepts and personal accountability as contributing to a profession. Selection of artifacts for inclusion in an e-portfolio makes a broad statement as to how a student views themselves personally and professionally. Apart from student health promotion learning, students begin to create and formulate their own professional identity. For example, the student that posts pictures depicting personal artifacts (travel, social parties, non-professional appearance) communicates a less than professional identity that can hinder employment opportunities. Numerous students were hired prior to graduation from employer perusal of their ePortfolio artifacts. The majority of students include their professional paper and their posters that were initiated in the first semester. Faculty member feedback of ePortfolio and assessment comments opens dialogue as to whether this professional transformation is communicated in artifact selection and congruence with the student's stated philosophy of nursing. Additionally, the transformation between students early in a program as compared with those students approaching graduation is often apparent in analyzing artifacts. Ideally, student work should provide evidence of becoming more mature in the nursing process, and making vital connections between assignments.

VI. CONCLUSION

Faculty members in all levels of the program need to have a holistic perspective and a commitment to the process of relevant artifacts used in the e-portfolio. Promoting student understanding of e-portfolio as a learning tool begins early in a professional program of study. As first semester faculty members, we were challenged to build the infrastructure used for the final submission in the fifth semester. We found that each semester has to be represented with artifacts along the continuum, or students view the gaps as less important to their learning and professional growth. Remaining relevant to how students communicate with each other and their need for technology and information systems supports the utility of e-portfolio. Students have to incrementally collect artifacts throughout the program of study for inclusion in an e-portfolio to prevent end of the program capstone disconnect.

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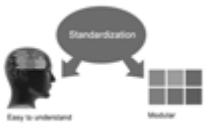
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16. Use proper verb tense: Use proper verb tenses in your paper. Use past tense, to present those events that happened. Use present tense to indicate events that are going on. Use future tense to indicate future happening events. Use of improper and wrong tenses will confuse the evaluator. Avoid the sentences that are incomplete.

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18. Pick a good study spot: To do your research studies always try to pick a spot, which is quiet. Every spot is not for studies. Spot that suits you choose it and proceed further.

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20. Use good quality grammar: Always use a good quality grammar and use words that will throw positive impact on evaluator. Use of good quality grammar does not mean to use tough words, that for each word the evaluator has to go through dictionary. Do not start sentence with a conjunction. Do not fragment sentences. Eliminate one-word sentences. Ignore passive voice. Do not ever use a big word when a diminutive one would suffice. Verbs have to be in agreement with their subjects. Prepositions are not expressions to finish sentences with. It is incorrect to ever divide an infinitive. Avoid clichés like the disease. Also, always shun irritating alliteration. Use language that is simple and straight forward. put together a neat summary.

21. Arrangement of information: Each section of the main body should start with an opening sentence and there should be a changeover at the end of the section. Give only valid and powerful arguments to your topic. You may also maintain your arguments with records.

22. Never start in last minute: Always start at right time and give enough time to research work. Leaving everything to the last minute will degrade your paper and spoil your work.

23. Multitasking in research is not good: Doing several things at the same time proves bad habit in case of research activity. Research is an area, where everything has a particular time slot. Divide your research work in parts and do particular part in particular time slot.

24. Never copy others' work: Never copy others' work and give it your name because if evaluator has seen it anywhere you will be in trouble.

25. Take proper rest and food: No matter how many hours you spend for your research activity, if you are not taking care of your health then all your efforts will be in vain. For a quality research, study is must, and this can be done by taking proper rest and food.

26. Go for seminars: Attend seminars if the topic is relevant to your research area. Utilize all your resources.



27. Refresh your mind after intervals: Try to give rest to your mind by listening to soft music or by sleeping in intervals. This will also improve your memory.

28. Make colleagues: Always try to make colleagues. No matter how sharper or intelligent you are, if you make colleagues you can have several ideas, which will be helpful for your research.

29. Think technically: Always think technically. If anything happens, then search its reasons, its benefits, and demerits.

30. Think and then print: When you will go to print your paper, notice that tables are not be split, headings are not detached from their descriptions, and page sequence is maintained.

31. Adding unnecessary information: Do not add unnecessary information, like, I have used MS Excel to draw graph. Do not add irrelevant and inappropriate material. These all will create superfluous. Foreign terminology and phrases are not apropos. One should NEVER take a broad view. Analogy in script is like feathers on a snake. Not at all use a large word when a very small one would be sufficient. Use words properly, regardless of how others use them. Remove quotations. Puns are for kids, not grunt readers. Amplification is a billion times of inferior quality than sarcasm.

32. Never oversimplify everything: To add material in your research paper, never go for oversimplification. This will definitely irritate the evaluator. Be more or less specific. Also too, by no means, ever use rhythmic redundancies. Contractions aren't essential and shouldn't be there used. Comparisons are as terrible as clichés. Give up ampersands and abbreviations, and so on. Remove commas, that are, not necessary. Parenthetical words however should be together with this in commas. Understatement is all the time the complete best way to put onward earth-shaking thoughts. Give a detailed literary review.

33. Report concluded results: Use concluded results. From raw data, filter the results and then conclude your studies based on measurements and observations taken. Significant figures and appropriate number of decimal places should be used. Parenthetical remarks are prohibitive. Proofread carefully at final stage. In the end give outline to your arguments. Spot out perspectives of further study of this subject. Justify your conclusion by at the bottom of them with sufficient justifications and examples.

34. After conclusion: Once you have concluded your research, the next most important step is to present your findings. Presentation is extremely important as it is the definite medium through which your research is going to be in print to the rest of the crowd. Care should be taken to categorize your thoughts well and present them in a logical and neat manner. A good quality research paper format is essential because it serves to highlight your research paper and bring to light all necessary aspects in your research.

INFORMAL GUIDELINES OF RESEARCH PAPER WRITING

Key points to remember:

- Submit all work in its final form.
- Write your paper in the form, which is presented in the guidelines using the template.
- Please note the criterion for grading the final paper by peer-reviewers.

Final Points:

A purpose of organizing a research paper is to let people to interpret your effort selectively. The journal requires the following sections, submitted in the order listed, each section to start on a new page.

The introduction will be compiled from reference matter and will reflect the design processes or outline of basis that direct you to make study. As you will carry out the process of study, the method and process section will be constructed as like that. The result segment will show related statistics in nearly sequential order and will direct the reviewers next to the similar intellectual paths throughout the data that you took to carry out your study. The discussion section will provide understanding of the data and projections as to the implication of the results. The use of good quality references all through the paper will give the effort trustworthiness by representing an alertness of prior workings.



Writing a research paper is not an easy job no matter how trouble-free the actual research or concept. Practice, excellent preparation, and controlled record keeping are the only means to make straightforward the progression.

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- Adhere to recommended page limits

Mistakes to evade

- Insertion a title at the foot of a page with the subsequent text on the next page
- Separating a table/chart or figure - impound each figure/table to a single page
- Submitting a manuscript with pages out of sequence

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- Use standard writing style including articles ("a", "the," etc.)
- Keep on paying attention on the research topic of the paper
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- Use past tense to describe specific results
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- Shun use of extra pictures - include only those figures essential to presenting results

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The summary should be two hundred words or less. It should briefly and clearly explain the key findings reported in the manuscript-- must have precise statistics. It should not have abnormal acronyms or abbreviations. It should be logical in itself. Shun citing references at this point.

An abstract is a brief distinct paragraph summary of finished work or work in development. In a minute or less a reviewer can be taught the foundation behind the study, common approach to the problem, relevant results, and significant conclusions or new questions.

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- Fundamental goal
- To the point depiction of the research
- Consequences, including definite statistics - if the consequences are quantitative in nature, account quantitative data; results of any numerical analysis should be reported
- Significant conclusions or questions that track from the research(es)

Approach:

- Single section, and succinct
- As a outline of job done, it is always written in past tense
- A conceptual should situate on its own, and not submit to any other part of the paper such as a form or table
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Introduction:

The **Introduction** should "introduce" the manuscript. The reviewer should be presented with sufficient background information to be capable to comprehend and calculate the purpose of your study without having to submit to other works. The basis for the study should be offered. Give most important references but shun difficult to make a comprehensive appraisal of the topic. In the introduction, describe the problem visibly. If the problem is not acknowledged in a logical, reasonable way, the reviewer will have no attention in your result. Speak in common terms about techniques used to explain the problem, if needed, but do not present any particulars about the protocols here. Following approach can create a valuable beginning:

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- Present a justification. Status your particular theory (es) or aim(s), and describe the logic that led you to choose them.
- Very for a short time explain the tentative propose and how it skilled the declared objectives.

Approach:

- Use past tense except for when referring to recognized facts. After all, the manuscript will be submitted after the entire job is done.
- Sort out your thoughts; manufacture one key point with every section. If you make the four points listed above, you will need a least of four paragraphs.



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This part is supposed to be the easiest to carve if you have good skills. A sound written Procedures segment allows a capable scientist to replacement your results. Present precise information about your supplies. The suppliers and clarity of reagents can be helpful bits of information. Present methods in sequential order but linked methodologies can be grouped as a segment. Be concise when relating the protocols. Attempt for the least amount of information that would permit another capable scientist to spare your outcome but be cautious that vital information is integrated. The use of subheadings is suggested and ought to be synchronized with the results section. When a technique is used that has been well described in another object, mention the specific item describing a way but draw the basic principle while stating the situation. The purpose is to text all particular resources and broad procedures, so that another person may use some or all of the methods in one more study or referee the scientific value of your work. It is not to be a step by step report of the whole thing you did, nor is a methods section a set of orders.

Materials:

- Explain materials individually only if the study is so complex that it saves liberty this way.
- Embrace particular materials, and any tools or provisions that are not frequently found in laboratories.
- Do not take in frequently found.
- If use of a definite type of tools.
- Materials may be reported in a part section or else they may be recognized along with your measures.

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- Report the method (not particulars of each process that engaged the same methodology)
- Describe the method entirely
- To be succinct, present methods under headings dedicated to specific dealings or groups of measures
- Simplify - details how procedures were completed not how they were exclusively performed on a particular day.
- If well known procedures were used, account the procedure by name, possibly with reference, and that's all.

Approach:

- It is embarrassed or not possible to use vigorous voice when documenting methods with no using first person, which would focus the reviewer's interest on the researcher rather than the job. As a result when script up the methods most authors use third person passive voice.
- Use standard style in this and in every other part of the paper - avoid familiar lists, and use full sentences.

What to keep away from

- Resources and methods are not a set of information.
- Skip all descriptive information and surroundings - save it for the argument.
- Leave out information that is immaterial to a third party.

Results:

The principle of a results segment is to present and demonstrate your conclusion. Create this part a entirely objective details of the outcome, and save all understanding for the discussion.

The page length of this segment is set by the sum and types of data to be reported. Carry on to be to the point, by means of statistics and tables, if suitable, to present consequences most efficiently. You must obviously differentiate material that would usually be incorporated in a study editorial from any unprocessed data or additional appendix matter that would not be available. In fact, such matter should not be submitted at all except requested by the instructor.



Content

- Sum up your conclusion in text and demonstrate them, if suitable, with figures and tables.
- In manuscript, explain each of your consequences, point the reader to remarks that are most appropriate.
- Present a background, such as by describing the question that was addressed by creation an exacting study.
- Explain results of control experiments and comprise remarks that are not accessible in a prescribed figure or table, if appropriate.
- Examine your data, then prepare the analyzed (transformed) data in the form of a figure (graph), table, or in manuscript form.

What to stay away from

- Do not discuss or infer your outcome, report surroundings information, or try to explain anything.
- Not at all, take in raw data or intermediate calculations in a research manuscript.
- Do not present the similar data more than once.
- Manuscript should complement any figures or tables, not duplicate the identical information.
- Never confuse figures with tables - there is a difference.

Approach

- As forever, use past tense when you submit to your results, and put the whole thing in a reasonable order.
- Put figures and tables, appropriately numbered, in order at the end of the report
- If you desire, you may place your figures and tables properly within the text of your results part.

Figures and tables

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- Make a decision if each premise is supported, discarded, or if you cannot make a conclusion with assurance. Do not just dismiss a study or part of a study as "uncertain."
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- You may propose future guidelines, such as how the experiment might be personalized to accomplish a new idea.
- Give details all of your remarks as much as possible, focus on mechanisms.
- Make a decision if the tentative design sufficiently addressed the theory, and whether or not it was correctly restricted.
- Try to present substitute explanations if sensible alternatives be present.
- One research will not counter an overall question, so maintain the large picture in mind, where do you go next? The best studies unlock new avenues of study. What questions remain?
- Recommendations for detailed papers will offer supplementary suggestions.

Approach:

- When you refer to information, differentiate data generated by your own studies from available information
- Submit to work done by specific persons (including you) in past tense.
- Submit to generally acknowledged facts and main beliefs in present tense.



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Methods and Procedures	Clear and to the point with well arranged paragraph, precision and accuracy of facts and figures, well organized subheads	Difficult to comprehend with embarrassed text, too much explanation but completed	Incorrect and unorganized structure with hazy meaning
Result	Well organized, Clear and specific, Correct units with precision, correct data, well structuring of paragraph, no grammar and spelling mistake	Complete and embarrassed text, difficult to comprehend	Irregular format with wrong facts and figures
Discussion	Well organized, meaningful specification, sound conclusion, logical and concise explanation, highly structured paragraph reference cited	Wordy, unclear conclusion, spurious	Conclusion is not cited, unorganized, difficult to comprehend
References	Complete and correct format, well organized	Beside the point, Incomplete	Wrong format and structuring





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