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### STRATEGIES FOR EFFECTIVE POLICY IMPLEMENTATION IN NIGERIA: A CASE OF FEDERAL CHARACTER PRINCIPLE

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### ABSTRACT

The implementation of policies by the government appears to be ineffective in using the Federal Character Principle (FCP) as a case study. The FCP, which was enacted to guarantee the distribution of employment in Nigeria's public service, appears to not be achieving its goal as the disparity in the distribution of employment remains inherent in the civil service. Disparity perfectly describes the distribution of employment in the Nigerian civil service, regardless of the enactment of the FCP. Subsequently, this paper endeavours to investigate techniques that would guarantee the viable implementation of the FCP in Nigeria's civil service. The paper sourced its data from secondary sources and relevant documents. The paper revealed that strategies that can ensure the FCP can be effectively implemented include the application of a Tribunal, the inclusion of civil society in the implementation of the enabling laws and ensuring that officers

of the commission are not appointed based on party affiliation. The paper recommends that sanctions should be used for defaulters of the policy.

**Keywords:** Federal Character Principle, Civil Service, Federal Character Tribunal, Implementation, Strategy.

## INTRODUCTION

The Federal Character Principles are a reactionary policy aimed at correcting past injustices, especially in the distribution of employment in the public service and harnessing the vast diversities of Nigeria (Asaju & Egberi, 2015). The policy serves as a mechanism introduced for the equitable distribution of appointments (employment in the public service), and natural and economic resources for the benefit of the citizens. The policy aims to ensure that Nigerian citizens are treated equally and to promote national loyalty, unity, and harmony among the people (Aderonke, 2013). The issue of achieving equal distribution of employment across all regions of the country and ending marginalization led to the formation of this policy. The primary challenge faced by the principles over the decades has been implementation. The implementation of the policy has been challenging; therefore, the current paper identifies the problems with the Federal Character Principles and provides effective implementation strategies to achieve its goals.

This paper focuses on providing strategies for the effective implementation of the Federal Character Principles in the Nigerian civil service, having identified the problems associated with the implementation. Thus, the key research question is: what are the implementation problems confronting the Federal Character Principles, and what are the strategies for its effective implementation? The research is significant because it attempts to provide viable solutions to current social issues in the country through the provision of strategies that aid the implementation of a fundamental policy needed for equal employment in the nation. The work starts with an introduction, a historical review discussing scholars' positions on the inadequate implementation of the policy, a brief methodology, causes of disparity in civil service employment distribution, strategies for the effective implementation of the FCP, and a conclusion.

## **HISTORICAL REVIEW**

By and large, the proposition for the foundation of the FCP can be traced to the exercises of the 1970s Constitutional Drafting Committee (CDC) in Nigeria, yet it originated before the country's independence in 1960. According to Afigbo (1989), between 1900 and 1945, Nigeria can be said to have seen an informal federation; 1946-1966 it saw the first period of formal federation, and from 1967 to the present, the nation remains in its second period of formal federation, according to the researchers. During the period of its informal application from 1900-1945, what is now known as the FCP was significantly concerned with the representation of governments and equalization of opportunities among regions, particularly in appointments and educational institutions at the Central Government (Adeosun, 2011).

The colonial administration under Sir Hugh Clifford, the then colonial governor, responded to the difference that existed after the amalgamation of these ethnic groups to form a nation by establishing a system to preserve and maintain the character and identity of all the groups/segments in the new nation, which had diverse social and political foundations (Tom, 2014; Udoidem, 2006). These, according to Momah (2013) and Oyedeyi (2016), ultimately led to the amalgamation of the Southern and Northern sections of nations which researchers have credited to a goose of the country. The animosity between the ethnic groups and discrimination were all sparked by the amalgamation in 1914. This was made worse by the absence of any mechanism or institution to mediate between the contending ethnic groups (Apata, 1990; Eteng, 2004; Mbao & Osinibi, 2014).

As demonstrated by Abdulrahman (2004) and Olaniyan and Alao (2003), the amalgamation and consequences of British colonization led to unpalatable crisis-prone situations, with separate developmental policies competing among the regions which led to unequal distribution of social and economic resources. However, 1945 was a period of the scramble for a federal and political meeting with a painful confrontation over the regional and ethnic composition of the various organs of government (Mustapha, 2006). In the initial period of formal federation (1946-1966), the country saw a deficit of socio-political and economic security which was brought over by the colonial system and thus fueled a heightened polarization and competition among the regions for government support and patronage (Azeez, 2004).

The issues were further exacerbated by the 1946 Richards Constitution, which divided Nigeria into three regions of East, North, and West, for administrative reasons (Azeez, 2004; Mbao & Osinibi, 2014). Thus, according to Ako-Nai (2004), ethnic conflict, competition for resources, and suspicion brought about by colonialism were carried over to Nigeria's independence in 1960, which reflected in all aspects of her political discourse with a strong regional connection and ethnic loyalty against a strong unified, and resolute entity.

In the 2<sup>nd</sup> period of the formal and institutional type of the league (1967-date), different legislatures thought of a progression of strategies pointed toward taking out all types of competition and saw segregation in Nigeria, however it was under the tactical system of Murtala/Obasanjo (1975-1979) that the idea of FCPs arose at the location conveyed at the initial meeting of the 18<sup>th</sup> October 1975 Constitutional Drafting Committee (CDC) as a strategy component pointed toward tackling the difficulties of dissimilarity in administrative work (Okolo, 2014). As Kayode (2015) expressed, the Protected Drafting Board of Trustees (CDC) report considered the Government Character Guideline to be the unmistakable longing of the residents of Nigeria to advance public unwaveringness, public solidarity, and conceding each resident a high feeling of having a place despite the ethnic, language, strict, social varieties which existed and to tackle and support improvement of the Nigerian bureaucratic republic. Under the same Murtala/Obasanjo regime, the FCP was given a constitutional provision in 1979 to reduce inequality and the perceived fear of being left out and taken over by ethnic groups and states and ensure proportional representation (Ekwueme, 2012). The constitution of 1979 of the Government Republic of Nigeria, Segment 135 (3) expresses that all arrangements into pastoral positions will reflect or come from each condition.

Section 157 and 197 (2) of the Nigerian constitution gives that official arrangement to workplaces like Secretary to the Government of the Federation (SGF), head delegates abroad or diplomats, Head of Service of the Federation (HSF), super durable secretary or head/CEO of divisions or services of the central government, or any private staff of the administration will be founded on the FCP of the Federal Republic of Nigeria and the advancement of required public solidarity. The subsequent arrangement expresses that the structure of the military and different corps officials of the Government Republic

of Nigeria should mirror the FCP of Nigeria individually (Nnoli, 1996). Following that, they incorporated the FCP into Nigeria's 1999 constitution, which is still in effect.

## **METHODOLOGY**

The paper utilized a content analysis because it the researcher to undertake her studies in a contemporary and genuine setting. Furthermore, advanced commonsense comprehension and appreciation of issues from individuals included (Creswell, 2003; Crowe et al., 2011; Yin, 1994;). The content analysis approach was additionally chosen since it gives an open door to an inside and out investigation of an individual, program, interaction, or movement utilising numerous techniques for information assortment (Brent, 2017; Creswell, 1998, 2003; Ormrod & Leedy, 2001). The researcher undertook this process by reviewing all the recent literature in the field and picking the needed points from each to form this work. The review area was Abuja, Nigeria. Abuja was chosen because it is the administrative headquarters of the country and in Abuja, the Federal Character Commission the body housing the Federal Character Principles is located thus, most of the data needed for the work is found there. Information was gathered through auxiliary sources by counselling pertinent archives and articles. The annual reports of government agencies, manuals, scholarly journal books, and brochures were all analysed in the paper as well as other pertinent documents. It was accordingly followed by content investigations (Braun & Clarke, 2006).

## **APPRAISAL OF THE CAUSES OF NIGERIAN CIVIL SERVICE EMPLOYMENT DISTRIBUTION**

### **Demographic Differences:**

Raheem et al. (2014) also opined that countries with vast structural atmospheres and comportment undoubtedly face several challenges especially the problem of regional, sub-regional and state disparity due to a series of reasons which are often multi-faceted in dimension. These according to Raheem et al. (2014) could be difficult to change for example natural endowments, educational differences, beliefs, and geographical position are some factors that are a concern with

the institutional framework established by the government which includes policies and programs. This paper discovered similar perennial problems posed by the structure of Nigeria, especially in the distribution of available employment in the civil service. Similarly, Dussault and Franceschini (2006) to understand the geographical balance in employment distribution in Ghana, affirmed that the perennial disparity in employment distribution in the country rests on the long history of a demographic imbalance. The disparity in Ghana's employment distribution has equally been attributed to the demographic issues in the country, which have rarely changed even after independence (Annim et al., 2012). The demographic differences arising from the disparity in educational attainment amongst the Nigerian states contributed to a great extent to the inborn dissimilarity in the work conveyance in the civil service.

A demographic difference in educational attainment is one of the causes of the disparity in the civil service employment distribution. The level of educational attainment among the states in Nigeria is quite different, and the requirement for employment in the civil service demands some level of education which has proven to be difficult in some states. Educational attainment contributes to the disparity in the civil service employment distribution because if you look at it more often those in the Southern part are more educated than those in the Northern part because of that you tend to see their influences on those that are employed and those that are not. A comparison of the findings with those of other studies confirms that demographic differences because of the educational attainment of the section of the country have contributed immensely to the disparity in employment distribution in the Nigerian civil service. According to Raheem et al. (2014), in their study of regional imbalance and inequality in Nigeria stated that some states in Nigeria are more educationally endowed and advanced than others while educational attainment remains one of the main yardsticks for employment distribution in the civil service. The difference in educational attainments in Nigeria has created a dichotomy between the states, and it has limited the accessibility and most importantly the opportunity of equal employment distribution of civil servants in the civil service for such states that are educationally backward.

Akintoye and Utang (2012) supported this position in their study of the Nigerian government-owned Oil Company in which they

confirmed that educational attainment affects the practicality of equal employment distribution in the country's civil service. The disparity becomes apparent, especially, when there are restrictions and constraints to education in a certain region of the country, which will invariably impinge balance in employment distribution, leading to obvious disparity in the distribution of employment in the civil service. Furthermore, and consistent with the literature, these research findings demonstrated that demographic characteristics arising from the difference in educational attainment that exists amongst the different states in Nigeria contributed significantly to the disparity in the employment distribution of civil servants in the civil service. The findings further support the ideas of Akintoy and Utang (2012) discovered the demographic differences in professional, and educational qualifications and numerical strength of some states over others invariably distorted the possibility of equal distribution of employment in the civil service. The findings seem to be inconsistent with the work of Ibor et al. (2015). Their study of employment distribution in the Nigerian Federal Civil Service also attributed the disparity inherent in the civil service of the country to demographic issues, the scholars discovered that the educational advantage of some states over others tended to play out in employment distribution in the country's civil service. In other words, those states in the country that have a high number of educated persons tend to have an advantage in employment into the service which invariably prompted disparity in the overall employment distribution of senior civil servants in the civil service. The disparity in Nigerian civil service employment distribution can be attributed to demographic differences, especially in the educational attainments of the candidates.

Demographic differences in the educational attainment among the states in Nigeria this research discovers to be another important cause of the disparity in the civil service. Umar et al. (2014) in their study of inequality in educational attainment among the regions in Nigeria used the Theil index supported with data from the World Bank Living Standard Measurement Survey (LSMS) on Nigeria. They discovered that the huge educational gaps existing among the various sections of the country directly translate to the disparity in the employment distribution of civil servants in the Nigeria civil service. Furthermore, this study found that those states with lower educational attainments were found to be underrepresented in the civil service which presented a situation of imbalance leading to disparity in the overall employment

distribution in the civil service. The finding corroborates the ideas of Justine et al. (2015) who stated that some states in Nigeria are unable to provide the needed educational qualification and experience required for recruitment in the service hence the inherent disparity in employment distribution in the civil service, as the most educated attained states tend to dominate the service at the expense of the other. This paper agrees with Mustapha's (2004) findings which showed that discrepancies in educational attainments are reflected in the manpower recruitment at different times in the country's civil service; his studies show that the disparity being witnessed in the civil service of Nigeria can be traced to the long history of low level of educational attainment by the states that are today lowly represented in the service.

### **Ethnic Issues:**

One of the challenges confronting the Nigerian civil service today is her quest to ensure no disparity exists in the employment distribution of the country's civil service structure. It is important to note that ethnic bias in Nigeria at various times has led to the crisis as well as tribal conflicts beyond just the civil service. Ethnic bias has intensively polarized all spheres of the country's life, through the quest for domination by one section over the other. According to Omisore and Okofu (2014), the perpetual problem of ethnicity in the civil service could be traced to the rationalization and the quest to get rid of other ethnic groups in the country in a bid to favour their ethnic cleavage at the expense of others, which has remained critical factor in the employment distribution in the service. The disparity issues in the employment distribution of civil servants in the civil service are occasioned by the ethnic bias coming from officials responsible for employment into the service in their quest to satisfy the desires of their ethnic group the paper found.

Employment distribution in the civil service has elements of ethnic inclination which invariably translates to the disparity in the service, because of the need to satisfy one ethnic interest, thus bringing up the equality question in the service. This paper mirrors those of the previous studies that have examined the effects of ethnic bias and sectionalism on employment distribution in the country of Nigeria. For instance, Omisore and Okofu (2014) found that ethnicity and sectional inclination play an active role in the employment and selection exercises in the civil service which the current research

opined to have invariably led to disparity in the distribution of employment of civil servant in the civil service in their studies of the selection process and staff recruitment in the Nigerian public service. This paper corroborates the ideas of Okereka (2015) who believes that ethnicity does not just influence the recruiting body responsible for employment distribution in Nigerian civil service it equally diminishes their independence consequently leading to manipulation and disparity in the civil service employment distribution. The paper further corroborates the ideas of Lambert (2011) focuses on how ethnicity affects FCP who opined that ethnicity does not just influence the employment distribution in Nigerian civil service, they believed it plays a prominent role in that matter.

### **Sectional Inclinations:**

The role played by ethnicity, sectionalism, and the quest to favour one section over the other in the employment distribution of civil servants in the civil service is a notable cause of the disparity in the service. Interestingly, Akintoye and Utang (2012) corroborated the discovery when they stated that employment carried out at various times in the Nigerian National Petroleum Cooperation shows that disparity in employment distribution experienced in this firm because of ethnic and sectional bias. Similarly, Yaro (2014) opined that the inherent disparity in employment distribution in Nigeria was due to sentimental reasons emanating from the staff of the commission who is responsible for employing the service. A study carried out by Kester (2008) posited that ethnicity in Nigeria is perceived as a means of manipulation and exploitation in furtherance of their interest over and above other groups (states) which has led to tension and disparity in every sphere of the society. Ethnicity, sectionalism, and favouritism remain an obstacle and stumbling block to equal employment distribution, which is often perpetrated by bureaucrats who see it as an instrument for self-accomplishment even when it causes a disparity in the service.

According to the discovery of Kester (2008) in his study of an ethnic factor in selected federal bureaucracy in Ibadan, Oyo State, Nigeria. His research showed that those in the position of authority who were given the mandate to ensure equality in employment distribution in the country's civil service more often than not, could hardly rise above ethnic sentiment, sectionalism, and favouritism in the discharge of

their responsibility which invariably prompted disparity. This paper corroborates the ideas of Ilorah (2009) who opined that ethnic bias causes a disparity in employment distribution in African countries which is often championed by officials who are responsible for such issues (employment into the civil service). The scholar further stated that in most of the countries in the African continent, ethnic bias and favouritism remain mainly responsible for the disparity witnessed today in every sphere of the nations.

### **Favouritism and Nepotism:**

Favouritism and nepotism remain a challenge to equal distribution of employment in the civil service. The paper revealed that this plays a significant role in causing the current disparity in the civil service employment distribution. The disparity in the civil service employment distribution of civil servants is greatly attributed to favouritism and nepotism. Nwanolue and Iwuoha (2012) found that staff are often employed in the civil service based on favouritism on the part of members of the commission responsible for recruitment, without due consideration whether it will lead to balance or cause disparity in the service, and this usually signals disparity. The paper corroborates to a great deal the ideas of De Luca et al. (2016) who opined that a lot of circumstantial and rigorous evidence has shown how officeholders in most Sub-Saharan African countries like Zambia and Kenya who tend to favour their ethnic group in the employment into the service of their countries above other groups even when it causes disparity in the civil service structure of the nation. The role of ethnicity and favouritism in the overall spheres of civil service was equally confirmed by the rigorous research result on opinion polls carried out across the African continent, which shows that disparity being witnessed in the service can be concretely traced to ethnicity and favouritism on the part of officials responsible for ensuring equality in the civil service generally (KIPPRA Research Team, 2012). It is encouraging to compare the position of this paper with the ideas of Yaro (2014) who believes that favouritism and nepotism have seriously affected the quest for balance.

### **Publicity and Poor Awareness:**

Poor awareness and challenges associated with publicity cause disparity in civil servants in the civil service. The paper shows in some

cases advertisements for employment in the civil service are merely information as most often employment may have been carried out not minding the disparity it may cause to the distribution of jobs across the country. The paper shows that most advertisements for employment in the country's civil service do not get to the intended applicant. This accords with our earlier observations, in the study conducted by the Organization for Economic Co-Operation and Development (1996) which showed inadequate publicity and poor awareness could affect any plans in the country's civil service including the employment distribution which the paper states. The paper supports the idea of Igobokwe-Ibeto and Agbodike (2015) who opined that the absence of awareness and information is a contributing factor to the series of challenges associated with employment and the civil service in general. They found the absence of these valuable tools for passing information (publicity) and when the concerned citizens are not aware of the civil service employment.

### **Lack of Interest**

One interesting finding of the paper is the lack of interest from a particular section of the cause disparity witnessed in the distribution of jobs in the civil service. The data collected shows that interest counts a lot in employment distribution challenges being witnessed today in the Nigerian civil service. There is a semblance between the perspectives communicated by informants in this study and those described by Briggs (2007) in a scholar's study of problems of recruitment in the Nigeria civil service where she opined that perception of lack of transparency and equity in employment could hinder the process. The paper agreed with those obtained by Briggs (2007) because the present shows that Nigerians over time tend to lose interest in employment in the service because of such a lack of interest and lost interest because of a series of failed attempts and interest in other ventures.

## **STRATEGIES FOR POSITIVE POLICY IMPLEMENTATION**

The policy implementation of the FCP in Nigeria can be guaranteed when a comprehensive execution system is utilized. An all-inclusive is a system that allows critical stakeholders to be involved in the implementation process of the policy in Nigeria. According to Mthethwa

(2012) in his studies of critical dimensions for policy implementation stresses the need for inclusive, reorganisation, engagement, and involvement of stakeholders in policy implementation as a strategy to ensure effective implementation of public policy in the country. The involvement or inclusion of the public and stakeholders in policy implementation is of great importance if policy objectives are to be implemented (Rahmat, 2015). Similarly, Mukamunana and Brynard (2005) opined that despite the many obstacles affecting civil society, they can still assist in the promotion of adherence to governmental policies by serving as a watcher, and their participation helps in creating a more responsive, open, and effective implementation process of public policy.

Similarly, and consistent with the literature, this paper states that the involvement of civil society in Nigeria can guarantee the implementation of the FCP in the country through its monitoring role. According to Fioramonti and Heinrich (2007), the interaction between the civil service organisation and the public policy implementers would be the most effective way of guaranteeing the implementation of policy across the globe. According to Philip and Peter (2013), civil society has a role to play in ensuring the implementation of public policy in Nigeria because their participation helps to draw the attention of the government to the action and inaction of the implementers. Implementing the FCP in the civil service is possible through prompt involvement or inclusion of the independent civil society and stakeholders would be a valuable strategy that will ensure the implementation of the policy in the country's civil service.

Remembering the individuals from the coordinated trade union for the nation is a methodology towards guaranteeing the execution of the strategy in the service. Similarly, including the labour union is necessary as it will help to provide the implementation process of the FCP. Similarly, the International Labour Organization (2015), Onimisi (2018) and Onimisi et al. (2018), in their National Employment Policy guide report showed that systematic designation and representation of the labour union in policy framework and especially in the policy implementation would turn policy aims and objectives into reality. Thus, the involvement or inclusion of the Labour union would serve as an effective strategy for implementing the FCP in the civil service. Including the union can ensure a change of habits, and coordinate, and steer members of staff of the commission for the effective and responsive implementation of the FCP.

The community leaders in the country, if they are carried along in the implementation process could serve as an effective strategy. The leaders of the various communities have a role in the implementation process of policy and can be of great help. Community leaders can complain and express dissatisfaction with the members of their community. Which can be heard and channelled through authority through them because of their status in a society such as Nigeria. The community leaders would serve as advocates of the right course since they are a major influence on the people, thus making them important policy influencers. The inclusion or involvement of prominent community leaders in the country would serve as an effective strategy in ensuring the implementation of the policy. The establishment of a network of community participation in the policy process would ensure prompt implementation of policy. A supportive relationship with community heads can help achieve the implementation drive of a policy. It is strategically important to involve the community leaders in implementing the FCP, as their presence in the policy implementation would help in championing the concerns of their subjects.

### **Non-Partisan Appointment in the Implementation of FCP**

The appointment of non-partisan individuals as a strategy towards ensuring the implementation of the FCP in the civil service can be helpful. A non-partisan appointment is supposed to be prominent in the commission because they have the interest of the generality of Nigerians in mind. In one case, the non-partisan appointed to the commission should be given the responsibility of handling the daily activities of the commission, as this strategy could ensure the implementation of the policy in the civil service. Thus, this fundamental strategy that can ensure the implementation of the FCPs in the civil service is the appointment into the commission of a non-partisan individual whose major focus would be how to ensure the tents of the policy are achieved. Similarly, Ennser-Jedenastik (2015) confirms that regulatory agencies or policies, when formally shielded from direct or formal political appointment or influence with a significant level of autonomy, can work effectively to achieve any policy direction. This further corroborates the ideas of Idike et al. (2019), who suggested that citizens actively participate in the bureaucratic process of the FCP. Non-partisan appointment into the Federal Character Commission would serve as an effective strategy for implementing the policy in the civil service.

To guarantee the execution of the policy in the country's civil service, there is the requirement for lawful sanction and the foundation of the Bureaucratic Person Council. An effective strategy for ensuring the policy's implementation in the civil service could be to use legal sanctions against defaulters. Considering the Nigerian common assistance structure and the circumstance that caused the development of the policy, carrying out the arrangement in the country's civil service help must be guaranteed when there is a current lawful authorization for defaulters of the execution process, however, the sanction must have legal backing. The implementation of the policy can be ensured when concrete legal sanctions are for defaulters. Using legal sanctions, implementing the FCP in Nigerian civil service employees would be ensured. Thus, sincere measures such as sanctions must be put in place for those who sabotage the implementation of the Policy in the civil service, as these would ensure the policy implementation in the country's civil service.

The application of necessary sanctions if melted on policy implementers who cannot implement the policy, will go largely into ensuring compliance with the objectives of the FCP in the civil service of Nigeria. This seems to be consistent with other studies, such as the research carried out by Anderson (2014) which opined that sanctions may be considered for executives or policy implementers who violate the provision of an enabling law establishing a policy. The use of sanctions by the government through legal options and compulsion in implementing public policy can guarantee the effective and comprehensive implementation of the FCP in Nigeria. Mgbeke (2009) in his study of democratic governance and public policy implementation opined that even though legal sanctions are there, it would not guarantee complete public policy implementation but can, however, ensure the effective implementation of policy to a great extent. Thus, legal sanctions against those who fail to implement the FCP, especially civil service can ensure its implementation.

The implementation of the FCP in the civil service can only be ensured when there is a tribunal in place that will strategically assist in achieving the policy goal. Federal Character Tribunal was established to ensure the implementation of the policy and importantly to punish those who fail to carry out the implementation of the FCP in the civil service. It believes that the actions and activities of the Federal Character Tribunal will equally serve as a deterrent to those

who fail to implement the policy and thus, in the long run, ensure the implementation of the FCP in the civil service. This interesting finding from the data shows that the call for the establishment of the Federal Character Tribunal was made to punish those who fail in their responsibilities.

The establishment of the Federal Character Tribunal as a strategy would help curb the excesses of those who are placed with the responsibility of implementing the policy. This paper argued further that the coming on board of the Federal Character Tribunal would significantly check the activities of this institution of government responsible for ensuring the implementation of the FCP in the civil service. The establishment of the Federal Character Tribunal will serve as a deterrent to workers in the country's service who are keen on erring and not adhering to the policy trust of the government. This would be a valuable strategy aimed at ensuring the implementation of the policy in the civil service. The establishment of the Federal Character Tribunal is necessary because, by having a statutory body such as a tribunal in place, implementing the FCP civil service can be best ensured and guaranteed. The implementation of the FCP civil service would be ensured when a tribunal is established not only to punish those who cannot carry out its implementation, but it will serve as a deterrent to others. Implementing the FCP to be ensured in the civil service, and establishing the Federal Character Tribunal will aid this goal. Interestingly, this paper advocated for the establishment of the Federal Character Tribunal, which would try defaulters of the policy as a strategy that would ensure the implementation of the policy in the civil service.

Apart from the establishment of the Tribunal, publicity, and enlightenment, as well as information, have a role to play in implementing the FCP in the civil service. Publicity and enlightenment could serve as a useful strategy in the quest for implementing the FCP in the civil service. Publicity and enlightenment through conferences and workshops media can be used as a means of enlightenment on the tenets of the policy and the measures that can ensure its implementation. Publicity would increase the level of awareness and thus implementation can be made possible through greater awareness, and this could be an effective strategy for implementing the FCP. Thus, the National Orientation Agency (NOA) has a greater role to play in the enlightenment of the public on the tenets of the policy.

The publicity and enlightenment, when taken seriously, would be an effective strategy for policy implementation.

Publicity and enlightenment remain another valuable strategy in implementing the policy in Nigeria. Enlightenment by both the public and staff of the commission could serve as a wake-up call to all those responsible for implementing the policy. Publicity and enlightenment would serve as an effective strategy for implementing the policy in Nigeria. Public enlightenment could serve as an implementation strategy. If the public is enlightened about the FCP.

## **CONCLUSION**

This paper focuses on the strategies for effective implementation of the FCP in Nigeria especially in the civil service employment distribution. The paper proffers strategies that are valuable and guarantee the implementation of government policy in the country. It is imperative to note that FCP can enjoy effective implementation with an inclusive implementation strategy, such as the involvement of critical stakeholders in the entire implementation process. These critical stakeholders can be drawn from labour unions and civil society organizations. Importantly, the non-partisan appointment with the board of the Federal Character Commission can equally serve as an effective strategy for implementing the FCP. The paper concludes that the Federal Character Tribunal needs to serve as a deterrent to defaulters of the policy. Adequate information about the activities of the commission would make the citizens keep a watch on the implementation. Important information on the tenets of the policy when widespread would serve as an effective strategy for policy implementation. The paper stresses the need for widespread information as a strategy for guaranteeing the execution of the approach in the country's civil service. The power of widespread information amongst the citizens can effectively guarantee the implementation of the FCP in Nigeria. The paper showed that information could be an instrument for policy implementation. Also, widespread information about the FCP among the populace with serve as an effective strategy for implementing the policy in the civil service. One basic recommendation the paper stresses is that widespread information can serve as an effective strategic measure to solve problems of ineffective implementation of the policy.

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