

BOKO-HARAM INSURGENCY AS IMPEDIMENTS TO MANPOWER DEVELOPMENT & UTILIZATION IN BORNO STATE CIVIL SERVICE

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Abstract

Human Resource Development is part of the Nigerian civil service policy at both federal and state levels. The policy was designed to assist employees to develop their personal and organizational skills, knowledge, and abilities. It is also meant for employee training and retraining, employee career development, performance management and development, coaching, mentoring and organizational development. However, in recent times, achieving these objectives in Borno state civil service is getting difficult and far from being realizable due to insurgency and Boko-Haram terrorist acts. The objective of this research is to critically examine and highlight the impediments of manpower development & utilization in Borno state with a view to proffering possible solutions. The method adopted in the collection of data includes the use of primary and secondary data. Consequently, 300 hundred questionnaires were produced, distributed and retrieved and analyzed using simple percentage. However, out of the 300 questionnaires distributed, 245 were retrieved and analyzed. Similarly, in taking the sample frame, the researcher was guided by table produced by Robert & Morgan (1970). The findings revealed among other things that terrorism and Boko-Haram was an impediment to the manpower development and utilization in Borno state civil service socially, economically and politically. Finally, it was recommended that the Federal governments and other private organizations should assist Borno state civil service with infrastructural development destroyed by the Boko-Haram insurgency.

Keywords; Insurgency, Terrorism, Boko-Haram, Manpower Development, Killings and Attracts.

Introduction

The word public service is considered as the medium through which public policies of the government are translated into programmes and actions geared towards the realization of goods and services for the welfare of the people as well as to effectively perform its roles and objectives. However, in the modern era, the term civil service means the administrative structure employed in the fulfillment of government policies and programmes and as well as essential part of governance. Civil service as put forward by Festus (2008) is supposed to play a major role in designing programmes of social, economic and political policies. These involve, among other things, developing agricultural and industrial production, eradication of mass literacy, exploitation of mineral resources and sustained programme efforts to replace atomistic parochialism as well as manpower development. Consequently, these cannot be achieved without adequate manpower. In recent years however, Borno State Civil Service that is tasked with these responsibilities towards achieving the said objectives is faced with

the challenges of insecurity such as terrorism, insurgency, violence and corruption, among others.

Consequently, the allocation and diffusion of these tasks in the civil service have had an impact particularly on those that are equipped with the necessary skills or knowledge to deal with these issues of manpower and productivity, since no organization, whether public or private, can survive without staff utilization and development. Some of the objectives of staff productivity are to instruct and supervise the basic needed skills to handled different personnel in the state civil service. Furthermore, staff productivity is aimed at describing intended actions of the organization to ensure that the organization is achieving its goals and objectives through the right number and right mixture of employees at the right time as well as at the right place. This is to help improve both individual and organizational basic skills requirement, reduce performance waste and compete along with the new technological advancement challenges across the globe. Above all, it is also to serve as the propelling force for national growth and development.

Manpower utilization could best be described as the full utilization of available human resources in an organization and provision of skilled and or unskilled humans that are needed for training or re-training to perform specific responsibility in a society. Thus, we can conclude that manpower development and utilization could be seen as meeting the organizational human resource requirement and utilizing the right person. This is because it is largely a function of organizational manpower needed for job specification. Since increase in productivity performance is necessary and cardinal objective of every meaningful organization such as Borno State Civil Service and for that standard to be achieved, workers must be adequately protected, secured and satisfied to stimulate motivated behavior to attain organizational goals.

However, there are organizational tools that can be best used to achieve these results. The first method is by ensuring that a new employee is given the best orientation of the job functions and environment needed most by the employer and the employees. This is regarded as an integral part of the recruitment once an employee has been appointed. Furthermore, it is also expected that such an employee needs to be positively oriented in line with the vision and aspiration of the organization, be it profit or social service oriented. Other effective tools are on-the-job training, apprenticeship and vestibule training methods. These are processes through which knowledge and experience are acquired over time either formally or informally, although, "on the job" training could take different forms such as coaching, job-rotation, in-house and in-service training, while apprenticeship involves acquisition of skills through extensive practice for over a determined period of time by the employer on the trainee.

In view of the forgoing therefore, manpower development could be summarized as the framework for helping employees to develop their personal and organizational skills, knowledge, and abilities towards achieving such desired goals and objectives. These include opportunities such as employee training and retraining, employee career development, performance management and development, coaching, mentoring, succession planning, key employee identification, tuition assistance and organization development. It was against this backdrop that Simon (2009) opines that to be successful in the current rapidly changing world, there is need for organizations to maximize the productivity of all resources be it physical, financial, information, time and humanly. Unfortunately in Nigeria and Borno State in particular in the recent time, to realize this objective is getting difficult due to terrorism, insurgency and violence among others.

The fundamental responsibility of the Nigerian state is to protect its territory, sovereignty as well as to guarantee total provision of security of life and property of its citizen's irrespective of sex, ethnic tribal, religious and region as contained in the constitution of the Federal

Republic of Nigeria. However, it is now a days a common knowledge that since Nigeria returned to elected democratic administration in 1999, she has been characterized by a spate of bomb blasts, militancy, insurgency, kidnapping, ethnic militias, violence and other forms of criminalities and this has been on the increase especially in recent times. High level of poverty, poor leadership and corruption are believed to be some of the major variables that fuel terrorism and insurgency threat to Nigeria, North-east and Borno State in particular. This current form and dimension of criminalities have developed to question the Nigerian state and particularly so with the emergence of international terrorism and international violent ideological groups that have developed and threaten the security of nation-states and their citizens in various parts of the world.

Methodology

This research titled Boko-haram insurgency as impediments to manpower development & utilization in Borno state was aimed to examine the implication of terrorism in Borno state civil service on manpower development and utilization. In doing so, a random sampling technique was used to conduct the interview. A total of 300 questionnaires was produce, distributed and analyzed using simple percentages. However, the researcher was able to retrieved two hundred and forty-five (245) out of the 300 questionnaires. Similarly, in choosing the sample frame, the researcher was guided by table produced by Robert & Morgan (1970). The table for the determining of sample size from a given population.

Conceptualization of Terrorism and Insurgency

Though the word terrorism was first used in France to describe a new system of government adopted during the French Revolution (1789-1799), the words now have a decidedly negative connotation. There have been numerous efforts by many social science scholars at defining terrorism as violent conflict, armed conflict, bombing, kidnapping, assassination, threatening action, destructions leading to the use of physical force, power against another person or group with likelihood of resulting in injury or death Afegbua (2010). Today, the word terrorism which is a dimension of insecurity is defined by the United States Law Code as:

The law that governs the entire country, to mean premeditated, politically motivated violence perpetrated against non-combatant targets by sub-national groups or clandestine agents.

It also went further to say that international terrorism refers to terrorism involving citizens or the territory of more than one country. This is to say that international terrorism refers to those acts in which the terrorists cross national frontiers and carry out attacks, or attack foreign targets at home such as bombing embassies, or hijacking air or sea liners (Lesser, 1999:6). However, terrorism did not gain wider popularity and publicity until September 11, 2001, bombing of the world trade centre in United State alleged to have been master minded by Osama bin Laden. All terrorist acts involve violence or equally important, the threat of violence and these violent acts are committed by non-state armed actors. The aim and objective of the terrorists attempt was not only to create panic, fear and anxiety but also to undermine confidence in the government and political leadership of their target country. Terrorism is therefore designed to have psychological effects that reach far beyond its impact on the immediate victims or object of an attack. Although terrorism according to Ogunyemi, B. (2011), is not easily defined, but:

It may be said to be the use of force, usually violent, as a means of coercing a target population to submit to the will of the terrorists. This is intended to elicit or maximize fear and publicity, making no distinction as to combatants and noncombatants in a conflict.

Therefore, terrorism by its nature is political because it involves the acquisition and use of power for the purpose of forcing others to submit, or agree, to terrorist demands. A terrorist attacks, by generating publicity and focusing attention on the organization behind the attack and it is also designed to create this power.

Although in Nigeria, the primary aims and objectives of Boko Haram terrorist acts and insurgency still remain unclear, but the increasing sophistication of the group's attacks and the acceleration in its lethality underline the importance of a strong, coherent response to the issue and the consequences of the country's failure to mount such a response. This placed the Boko Haram terrorist act as one of the most significant conflicts not only in Nigeria but also in the West Africa today. According to Nathaniel, Peter, Lewis and Hilary (2014) the Nigerian and north-eastern states casualties are now running more than double those in Afghanistan, and substantially higher than in Iraq since its beginning in 2003.

It was estimated that about 3,120 civilian and military casualties were recorded in Afghanistan last year and in Iraq in 2013 compared to 4,207 fatalities were estimated in 2011 only in the wake of the surge. The worsening conflict already has caused more casualties this year than the world's most publicized contemporary wars. Unfortunately, the Boko-Haram insurgency has been overshadowed in recent months by news from Sudan, Somalia, and Democratic Republic of Congo in central Africa, Iraq, Gaza and Ukraine crises. The greatest casualties in this deadly insurgency wars are the innocent impoverished masses that do not have the wherewithal to secure themselves and their properties.

Conflicts are common and more often than not can be avoided in all human society and it occurs because the society is made up of people with differing interests, values and opinions. In most societies, conflict occur when both parties in a state of independence, perceive and view and believe that their interest and goals are either at jeopardy or cannot be realized or achieved due to some factors. It is only natural as expressed by Afebuja (2010) that where there is inequality in access to the control of resources, for example political power, there would be discontent, opposition and controversy. As a result, terrorism and insurgency in Nigeria and more especially northeastern states is fast growing into one of the largest areas of violence and conflict in the Nigerian history than the civil war that took place from 1967 - 1970. The dataset compiled at the Johns Hopkins University School of Advanced International Studies (SAIS) tracks social conflict in Nigeria and offers perspective on just how deadly this Boko Haram insurgency and terrorist act has become in recent time. The data makes it clear that Boko-Haram and Insurgency related violence are the most lethal conflicts that Nigeria has confronted in decades.

According to the contemporary social scientist terrorism, insurgency, militancy, and violence are concepts of national security challenges cutting across many disciplines covering military protection, surveillance, protection of national values and human rights among others. This targeted violence, increased lawlessness, escalating sectarian tensions and the state's inability to protect, and its military's own contribution to human rights violations, has raised significant alarm as to whether or not the international community is bearing witness to mass atrocity crimes being committed. Romm (1993) opined that a nation is said to be secured when it does not have to sacrifice its legitimate interest to avoid war, and is able, if challenged, to maintain them by war. He further defined it as the absence of threats to acquired values and the absence of fear that such values will be attacked. Implicitly therefore, national security is the ability of a nation to preserve its internal values from any external threats or aggressions. According to Musdapher cited by Allswell (2014):

More than ever before, in the history of Nigeria, the scourge of terrorism poses great challenges to the Nigerian state. Our slide into anarchy has assumed a dangerous centre stage, perhaps beyond the capacity of our security agencies to deal with the menace effectively.

Literature Review

Terrorism and other related violent activities are consequences of poor governance. Cronin (2011) asserted that “The current wave of international terrorism, characterized by unpredictable and unprecedented threats from non-state actors is not only a reaction to terrorism but also facilitated violence. In other words, terrorism and other related violent activities such as Boko-Haram insurgency are consequences of corruption and unemployment. Cronin asserted the view that the gap between the rich and poor countries have expanded over the last 20 years owing to the effects of international terrorism, thereby fuelling animosities and violence among the poor, marginalized countries predominately located in the Third World countries that are against the pioneer of Western policies. Cronin thus concluded that this results in aggression in the form of terrorism in the Third World against the pioneers of these policies that disarticulates their economy and leaves them with nothing.

This means, terrorism can be linked to the theory of deprivation and as a manifestation of conflict. According to Paul Martin, Canadian Minister of Commerce, the September 11, 2001 terrorist attack was aimed at to destabilizing USA economy and which they did: He concluded by saying that:

For the terrorist, however, the aim of their criminal act was not only the destruction of life; they were seeking to destroy our way of life. The terrorist did not choose their target randomly. New York’s World Trade Center stood at the heart of the international financial district. It was a symbol of accomplishment and confidence. It was targeted for that reason.

The terrorist sought to cripple economic activity, to paralyze financial relations, to create new barriers between economics, countries and people

Supporting the above statement, Caleb Olubolade, cited by Abimbola, J.O, and Adesote, S.A, (2012) opined thus: "I will rather say that we are facing new threats different from what we used to face before the 1960s” and they concluded thus “these threats confront us, we will find solutions to them; it is now a period to look forward and overcome the challenges that face us." The dimensions have contributed to national security threat engendered by the process of globalization that is capable of disintegrating the country. William, (2006) and Aydinli, (2008), in their opinion concluded that these terrorists and insurgency groups have become more powerful than the Nigerian security. This threat has been exemplified by the September 11, 2001 as pointed out by Duru and Ogbonnaya, (2010). They elaborated that the bombing of the World Trade Centre (WTC) in the United States by the Al-Qaeda terrorist network served as an emerging trend. Consequently, the attacks have resulted in the killings of hundreds of people, rendered more than a million people homeless and destroyed over \$billions of worth of properties. They further commented that:

What should be understood about terrorists method of operation is that any evil doer will look for a justifying reason, whether tenable or untenable, to indulge in evil deed. And the reason often given is one which appeals to people of like minds at least in the neighborhood. This is to elicit their sympathy and support. The common denominator among all terrorists is the theory of “using what you have to get what you want.

Similarly, according to African perspective definitions, terrorism is “any act which is a violation of the criminal laws of a state party and which may endanger the life, physical integrity or freedom of, or cause serious injury or death to any person, any member or group of persons or causes or may cause damage to public or private property, natural resources, environmental or cultural heritage. On the other side, the Nigerian definition of terrorism is:

anyone who is involved or who causes an attack upon a person’s life which may cause serious bodily harm or death; kidnapping of a person;

destruction to a government or public facility, transport system, an infrastructural facility including an information system, a fixed platform located on the intercontinental shelf, public place or private property likely to endanger human life or result in major economic loss.

Borno State Civil Service

The Nigerian Civil Service has its origins in organizations established by the British in colonial times and it predates the nation's 1999 Constitution as it had been in existence for decades before the birth of the said constitution. The civil service is also a key instrument to the survival of any state governmental setting and indeed national development. In a general sense, the civil service provides the semblance of government. According to Beetsch (2010),

the effectiveness and productivity of any government at whatever level is largely determined by the efficiency of the civil service. It is also the administrative and technical support to the governing apparatus, it also remains the only viable mechanism for policy initiation or formulation, policy advice and policy implementation

The success of the civil service for effective governance depends largely on an appropriate division of responsibilities and resources between federal, state and local authorities supported by a sufficient institutional capacity at each of these levels to carry out its assigned functions. Borno State was created out of the defunct North-East Region in 1975 along with Gongola and Bauchi states. The State lies within latitude of 10^{0N} to 13^{0N} and longitudes 11.4^{0E} and 14.4^{0E}. The state is the largest in the Federation in terms of land mass covering a total of 69,436 square Km. (BOSEEDS, 2005). The state is made up of some tribes ranging from Kanuri, Babur-Bura, Marghi, Shuwa Arab, Chibok and Gwoza people among others. Predominant of the people in the state are Muslims but also with a significant number of Christians found mostly in the southern part of the State which is mostly civil servants.

The population of civil servants in Borno State before the creation of Yobe State in 1991 was around 36,000. Subsequently, the figure dropped to around 28,000. One of the reasons behind the creation of states was to bring development closer to the people. Furthermore, the State used to be one of the largest in terms of work force throughout the federation. Today, Borno state still remained one of the largest in terms of civil servants in the country. In 2009, according to Babagana (2011), it was estimated that more than thirty five thousands (35,000) workers are said to be on the payroll of the State Civil Service.

Borno State Civil Service, rules and regulations governing recruitment and selection emanate from the Ministry of Establishment, but the power to recruitment lies with the Civil Service Commission (C.A.C). However, the civil service in its combined roles as a policy adviser, formulator, implementation and evaluator of government programmes and ideas, is hardly these days equipped morally, attitudinally and creatively to release this tremendous potentials for installing and sustaining good governance. But in the 1960s-1980s the civil service is seen pride to itself of having group of people of highly trained, discipline and dedicated bureaucrats. In view of the above background, the civil service in the state in the last 5 years was unable to achieve its own goals and objective as most civil servants in the state are found not to be mentally and morally disposed to work.

Evolution of Terrorism and Insurgency in Nigeria

The concept of terrorism today a subject which attracted in a lot of controversies, the definition of terrorism can be perceived from two schools of thought. The first school is

termed the idealistic conception of terrorism; the second school of thought is termed as the realist conception of terrorism. The idealist school of thought defined terrorism as;

The fact act that produces fear, terror, or death, whether legitimately carried out or not, by an individual group or state, is an act of terrorism.

The idealists on the other hand, view every act, legitimate or not, that breeds an atmosphere of fear, destruction of lives and properties as terrorism.

Among the proponents of this school of thought are Spiegel and Wheling (1999). They define terrorism as “violence across international boundaries intended to coerce a target group into meeting political demands”. They also see terrorism essentially as an attack by civilians in order to draw attention by imbuing fear in the public to coerce a state actor from carrying out an action for their political goals. Although, prior to colonialism, there has been evidence of violent clashes among various groups within African states fighting for one course or the other, terrorism was more evident during the colonial period. However, like some of the African countries such as Sudan, Uganda, Somalia, Liberia, Sierra-leone, Guinea etc Hübschle (2005) posited that, “historical data shows that the African continent has witnessed a wide array of terror incidents including revolutionary, state sponsored and state terrorism. Terrorism has occurred throughout human history for a variety of reasons. To Linus (2011:24),

A terrorist attack, by generating publicity and focusing attention on the organization behind the attack, is designed to create this power. It also fosters an environment of fear and intimidation that the terrorists can manipulate. Its causes can be historical, cultural, political, social, psychological, economic, or religious or any combination of these.

The economic crisis in the 1980s such as the falling commodity prices, OPEC price increases, privatization, economic liberalization, deregulation, currency devaluation, cold war politics and Structural Adjustment Programme (SAP) as opined by Emeka (2011) saw the emergence of ethnic and militia groups in Nigeria with most of them termed to be violent and terrorist groups particularly so in the southern part of the country. Among these groups were the Ogoni Youth, Niger Delta Volunteer Force, (NDVF), Odua People Congress (OPC), Arewa Youth Consultative forum, Movement for the Actualization of the Sovereign State of Biafra (MASSOB), Movement for the Survival of the Ogoni People (MASOP), Movement for the Emancipation of the Niger Delta (MEND), Ijaw Youth Council (IYC), Egbesu Boys of Africa (EBA), Niger Delta Vigilante (NDV), Isoko National Youth Movement (INYM)

In the northern part of the country were the Tiv-Jukun crisis, Zangon-Kataf, Maitatsine religious crises in Kano 1980, 1983 in Maiduguri, Yola and Gombe and now the emergence of Boko-Haram Movement termed as one of the deadly terrorist organizations ever witnessed by the Western World and is an off shot of the Maitatsine. Consequently, northeastern states like Borno in particular has had its own fair share of the evil effects of terrorism which have resulted in the last six years characterized by insurgency and terrorist activities alleged to have been caused by some of the various policies of governments as well as corruption prompted various groups to react violently against these policies who were frustrated by corruption, poverty and unemployment, and destroyed the institutions of government they that they believed were the causes of their plight.

The Boko-Haram group popularly known as Yusufiya Movement believed to have been founded in 2002 by Mohammed Yusuf which started as non violent group. The group initially focused on opposing Western education “Western education is forbidden” in the Hausa language means Boko-Haram. Consequently, with the killing of their leader

Mohammed Yusuf in 2009, the group turned violent and launched military operations to create an Islamic state and succeeded in capturing many territories in the neighboring states, killed and displaced many. Most of the affected states were Adamawa, Borno and Yobe but Borno and Yobe being the worst hit. As a result, since February 2009, Borno State has been experiencing a series of attacks that have left several thousands of people dead in its wake. A very good example of causes of terrorism in Nigeria was the way and manner the Nigerian government's handling of the insurgency that significantly contributed to the radicalization of the Boko Haram pushing the organization to the extreme end of the spectrum.

Boko Haram insurgency activities are not limited to one area but spread all over the 27 LGA's in the 3 Senatorial districts (North, South and Central). "Initially, it (Boko Haram) was seen as a very local problem. A problem that was seen and believed only for Borno State alone but now, it grew as an international issue. It was against this backdrop Kubo (2014) observed that:

The activities of Boko Haram include bombings and destruction of churches, mosques, schools, airports and other public places. The sect indiscriminately kills people, rapes and abducts innocent women and girls while spreading a spirit of fear across the state. They have succeeded in destroying millions of Naira worth of businesses, inhibited people's livelihoods thus adding to the alarming high rate of poverty in the region.

Today, there is no one in Borno state that have not been affected by this as everyone had either lost a family member, business or property while some have lost completely everything. According to Mallam Goni (2014), there is no clear consensus on the exact number of lives lost since Boko-Haram insurgency began as many deaths were not reported. Therefore due to Boko-Haram, most schools in the state remained closed for months and students have had to make do with relocating to other schools to write their final examinations and many have been displaced from their villages and communities. Some currently live in bombed or half built-out buildings, make-shift homes for lack of better accommodation or for fear of reprisals and the lucky ones were kept in Internally Displaced Camps (IDPs).

Similarly, there were also reports of cases of abuses ranging from rape, maltreatment, harassment and extortions of girls and women by both security forces and as well as the Boko-Haram sects. As a result, many women witnessed their husbands and sons either being killed or dragged away and forced to join the sect while most with relatives in custody do not have access to them and, consequently, do not know if they are either dead or alive. Consequently, many citizens continue to suffer a double whammy' of sorts from both the military forces and Boko-Haram Sects while many are yet to recover from the physical and emotional trauma, talk less of the financial and economic burden the conflict inflicted on the communities. Women and girls are probably the worst hit as they often have the added burden of finding for their children and family members.

Furthermore, many men reportedly have abandoned their families and run away for fear of being killed or unjustly captured during military raids and Boko-Haram attacks as well. Local government chairmen or people of authority of selected villages and local governments have relocated from their wards outside Maiduguri and now live within the city centre for fear of attacks. In spite of this, the Federal Government of Nigeria led PDP Government had not shown sufficient concern or political will to fight Boko Haram and rescue the people of Nigeria and North-east in particular from the clutches of the insurgents which may ultimately lead to the total annihilation of the inhabitants of Borno.

There is also increasing widening gap between the ruled and the rulers, employed and unemployed, literates and illiterates and rich and poor which have resulted into perpetual poverty, disease, unemployment and underdevelopment in the State. The poverty level have widened and the condition of the exploited workers as well as citizens of the State alike have continued to deteriorate and shrink so badly that almost all the social structures in the state have either collapsed or not provided at all. Another factor was the increased incidence and intensity of indiscipline has reached a conspicuous mark as once lamented by Achebe that from 1979-1983 that more than 60% of the Nigerian wealth was consumed through corruption and his conclusion was not far from what is obtainable in the present dispensation. As part of Boko-Haram tactics to commit terrorist acts and atrocities, they use human shell as a key for their protection and operational success against the Military Joint Tasks Force (JTF). This indiscriminate response has garnered the Sect greater support in the community, even with their knowledge of the group’s own role in atrocities. The state’s inability to protect its population, marred by the JTF’s lack of distinction between civilians and combatants, has had in no doubt, the effect of increasing Boko Haram’s confidence in their endeavors, as well as mobilizing its membership and sympathizers cutting across all age categories.

There was also a problem of weak political leadership on the side of the Federal government administration which contributed immensely towards the escalation of the terrorism and insurgency activities in the area. Furthermore, the Nigerian military and the government are increasingly overwhelmed in trading with the insurgency atrocities as an avenue to make blood money as all monies released for security are unaudited no matter how much..

Data Presentation and Analysis

The following below are summary of respondents on the Impact of terrorism & Boko-Haram insurgency on the Borno Civil service.

Response	Frequency	Percentage %
Strongly agree	72	29.4
Agree	104	42.4
Disagree	53	21.6
Strongly disagree	09	3.7
undecided	07	2.9
Total	245	100

Source: fieldwork, 2016

The respondents on whether or not Boko-haram has any economic consequences on manpower development and utilization in Borno State. The responses were as follows: seventy-two (72) which represent 29.4 percent indicated strongly agree. one hundred and four (104) percent which represent about 42.4 percent of the total respondents indicated agree. Fifty-three (53) which represent about 21.6 percent of the total respondents disagree, nine (9) representing about 3.7 percent of the respondents indicated strongly-disagree. While seven (7) which represent about 2.9 percent were undecided. Therefore based on the majority of the respondents, we can deduce that Boko-haram undermines Borno State Civil service in terms of manpower development & utilization in Borno state economically as opined below.

This could be viewed from two different perspectives namely, the state and individual civil servants particularly so the civil servant residents of Borno and neighboring States that are seriously affected by the terrorism and insurgency activities. The insurgency has led to the migration of people from the affected areas due to another as a result of economic depression. Again, most of the civil servants in the areas could not get their salaries paid as

almost all the financial institutions were either had been burnt down or looted out while others have their document lost or burnt. Consequently, most of the affected civil servants have no other means of getting money and they remain starved financially, thereby affecting their daily livelihood. This is likely going to increase terrorism to rise.

Similarly, increase in terrorist activities is likely to cause a decline in overall economic activity as rightly observed by Blomberg et al. (2004) this by in no means has affected the state and the civil servants in the state at large. For example, in Baga Local Government Areas where there is a large economic activity in terms of fishing and where the bulk of the nation fish came from Baga and have been attacked severally and many both customers and fish farmers had fled the place. This means in these areas, no government revenue can be realized even a kobo translated to budget deficit.

Consequently, the general work attitudes of civil servants in the state became slow and many a times unattended. Furmanek (2004) viewed attitude to work by civil servants in terms of "to have" and in terms of "to be. In Maiduguri the State capital, where it was presumed that there were relative peace and security protection, most of the businesses have either been operating half days or not carried out at all. As a result, some civil servants took advantage of the security situation by not coming or absenting from office for days, weeks or even months. For example, some of the civil servants don't report to office due to threat they received. Similarly, due to the state of emergency, since the governor is not the accounting and chief security officer of the state, no any social and economic activities hold in the night due to the curfew imposed on the state more than 2 years. Consequently, most of the prices of things in Borno state had tripled as it takes transporters more than 12 hours to convey materials from Kano to Maiduguri. Added to this is the issue of corruption, as most if not all the commercial buses and lorry drivers have to bribe the security men bordering the States?

In line with the above position, the Centre for Democratic Studies (CDS) Mambaya House Kano (2014) attributed to this development a drop in earnings for nearly all Businesses State as most of businesses were negatively affected by the security challenges. Some of them had to close down totally. Others had to retrench their workers to cut down in the number of hours of operation, while some had been relocated to other states with their businesses. Similarly, these security challenges, especially the insurgencies of Boko Haram have reduced drastically government derivation from the affected region reduced are investment and growth of business in the affected places, except for government executed projects. The whole of Northern Borno and some selected areas in the both central and southern Borno too have also been affected. The damage cost billions of Naira

In addition, the terrorist and insurgency activities have also contributed immensely to the rising cost of things in the state as a result of difficulties traders experience in transporting goods and services to the State, as well as bribery and corruption experienced from the Military. For example, from Maiduguri to Potiskum in Yobe State there are over 45 checking points and in each of the check points, motorists have to pay minimum of 200 Naira. This shows that motorists spent an average of #15,000 per vehicle to convey goods to Maiduguri. Furthermore, due to delay by the Military check points, the motorist sometimes spent an average of 15 hours instead of 8 hours they are supposed to spend to convey goods from Kano to Maiduguri, as part of cost of diesel. Therefore this sharp increase in the cost of transportation would now translate to increase in the cost of materials. To this end, civil servants whose pay and salaries are constant have to forfeit other things as their salaries cannot afford due to the inflation.

Respondents on whether or not Boko-haram was an impediment to manpower development and utilization Borno State Civil Service Politically

Response	Frequency	Percentage %
Strongly agree	78	31.8
agree	47	19.2
Disagree	34	13.9
Strongly disagree	56	22.9
undecided	30	12.2
Total	245	100

Source: fieldwork, 2016

According to the respondents, seventy-eight (78) which represents 31.8 percent of the total respondents agrees that terrorism undermines Borno State Civil Service politically. While forty-seven (47) indicated strongly agree which represent about 19.2 percent of the total respondents. Thirty-four which represent about 13.9 percent indicated disagree and fifty-six (56) which represented about 22.9% of the total respondents indicated strongly-disagree. Lastly, thirty (30) which represent about 12.2 percent of the total respondents were undecided. It was in line of this that government's performance and ability to deliver its objective to its citizen have been reduced to stand still. For example, most if not all the civil servants in the northern and central Borno senatorial districts had relocated either to Maiduguri the Borno State capital or to the neighboring countries like Cameroon, Chad or Niger.

Although Nigerian politicians are fond of promising heaven and earth for the purpose of gaining people's mandate; in this scenario it became practically difficult. It is in view of that the State Governor Kashim Shettima claimed not being able to fulfill the larger parts of his promise due to confusion created in the State by insurgence of Boko Haram. It also reached to a level in which all the local government structures have been dismantled. Local government chairmen and other political holders are into hiding. Therefore this has a serious effect on the society and people's ways of life.

The structure of the Civil Service in the State has been distorted as all the civil servants posted outside the state had either fled to the state capital Maiduguri or neighboring states and countries for safety of their lives. Most of the chairmen and other executive officers of the local government had fled their localities except for few in southern Borno that can be seen in their offices discharging administrative responsibilities. Similarly, institutions like the College of Education in Bama, Arabic language Village Ngala, Federal College of Fisheries Baga, and Federal Government Girl's College Monguno are also affected. All the primary schools and secondary schools in northern Borno and some in selected central areas and southern Borno are also closed.

Consequently, no teaching and research have been conducted in these areas. Most of the civil servants in the affected areas of the State are either in internally Displaced Persons (IDPs) camps, outside the State and the country at large. Others were either been killed or went on exiled to unknown areas. In spite of this, their salaries remained paid as staff productivity had either total declined or absent. As a result, the activities of Boko -Haram have aggravated to the extent that it developed negative impact in the minds of the civil servants in that area. Furthermore, it should be noted that the activities of Boko Haram have made some non-Muslim who have not privilege to mingle with the Muslim in their life to belief that all Muslim are fundamentalist while some of them were mischievous

about the whole matter forgotten in mind that most of the victims of Boko-Haram are Muslims.

Furthermore, this terrorist activities have made some Nigerians who are outside the community to avoid the State and the neighboring States like Adamawa and Yobe and Borno, to the extent that some youth serving under the National Youth Service Corp (NYSC) are seriously rejecting being posted to Borno. Schools are not left out as parents are rejecting sending their children to these volatile areas. Even within the capital city where there is relative security, many parents had fled. Consequently many schools have been closed down due Boko-Haram insurgency activities while talented lecturers; teachers have abandoned their schools for another schools. It was estimated that more than 673 school buildings in Adamawa, Borno and Yobe States were affected.

Respondents as whether or not Boko-Haram insurgency was an impediment to manpower Development and Utilization in Borno State socially.

Response	Frequency	Percentage %
Strongly agree	156	63.7
agree	38	15.5
Disagree	31	12.7
Strongly disagree	12	4.9
undecided	08	3.2
Total	245	100

Source: Fieldwork, 2016

The respondents were as follows, one hundred and fifty six (156) which represent about (63.7) % percent indicated agree and thirty-eight (38) which represent about 15.5% percent indicated strongly-agree. Thirty-one (31) which represent about 12.7% percent of the total respondents indicated disagree and twelve (12) which represented about 4.9% percent of the total respondents indicated strongly disagree. Finally, eight (8) which represent about 3.2% percent of the total respondents were undecided as to whether Boko-Haram was an impediment to manpower development and utilization in the state civil service socially.

Therefore based on the respondent’s position it is clearly shown that Boko-Haram was an impediment to manpower development and utilization in Borno state. This could be seen from the stigmatization rape, unwanted pregnancy, and HIV victims of kidnapped civil servants in the state. Today, due to this terrorist acts, many staff were either raped in their camps; some of them contracted HIV while others got pregnant. Some of the girls escaped from the camp while others were set free after discovering they were pregnant or sick. As a result, they find it difficult to be integrated into the normal society.

Recommendations

To solve the current problems of terrorism and insurgency and its implications on manpower development and utilization in Borno State, the following are therefore recommended for both long and short term measure.

1. Federal and Borno state government should reconstruct all the ministries and MDAs destroyed by the insurgency
2. Civil servants in the state whose houses and properties were destroyed should be assisted by given them free interest rate loans to help reconstruct their houses
3. Federal and state government should enact a law to address the problems of stigmatization especially civil servant who were stigmatized due to rape or HIV diseases

4. Federal, state and NGOs should assist in training and retraining of some of the civil servants who for the past 3 years dislodged from their offices and localities
5. As part of the effort to improve productivity in the civil service, government should engaged all the civil servants to attend workshops, conferences and symposium this is to abreast them with modern ideas and challenges.
6. Government should also establish information gathering and sharing center in each ministry and MDAs to assist in pre-empting any like hood of terrorist attacks.
7. Government should create more jobs and economic empowerment with a view to engaged the youth to keep them away from indulging criminalities and violence

Conclusion

Good managers look to the future and prepare for it, develop and train manpower so that they will be able to cope with new demands, new problems and new challenges. This is some of the objective of manpower development and it serves as the propelling force for growth and development and it is no doubt that a key to organizations' sustenance. Consequently, since the Boko-Haram insurgency attacks in the north-east, Borno state civil service have been affected negatively socially, politically, economically etc. today, due to Boko-Haram insurgency attacks that the structure of the Civil Service in the State was distorted; many staff were kidnapped and raped, impregnated, infected with HIV. The situation also led to the migration of many civil servants from the affected areas to more safety place. As such, the Boko-Haram attacks have generally affected staff manpower development and utilization which translated to low productivity, low income etc.

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