

TRENDS IN NATIONAL DEVELOPMENT AND BUSINESS ADMINISTRATION: AN ANALYSIS OF NIGERIA'S NATIONAL DEVELOPMENT PLAN (NDP) 2021-2024

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Abstract

Development planning encompasses methods that guarantee the realisation of national policies and objectives, ensuring that development issues at all levels are thoroughly incorporated into the overarching national development initiatives, which is a persistent worldwide challenge. In Nigeria, despite the existence of development planning initiatives and programs, these efforts seem to provide insufficient tangible developmental outcomes across several indices. The paper assesses the National Development Plan (NDP) 2021-2024, outlines its strategy in terms of business administration and management, and with relevant national development examples. Clearly, the NDP is comprehensive and encompasses growth pillars within the economy and people with aims and objectives to develop infrastructures, human beings, technology and institution to better the Nigerians general standard of living. Integral to this success is the integrated implementation, continuous communication and managed engagement of all of the relevant stakeholders ranging from the private sector entities to civil society. Both the NDP specifically identifies PPP as key to financing and delivering important development projects and the wider literature suggests that PPP is an important part of development. The review thus identifies areas of limitation and possibilities of the National Development Plan (NDP). The study calls for enhancement of the frameworks for implementation of the Plan, enhancement of PPPs, expanding the role and use of monitoring and evaluation and enhancing emphasis in development. Also, it recommends call for innovation, prejudices, and concerns towards institution changes, and its stake holders-respondent, financing and voids for education and career advancement, total decentralization of the whole system.

Keywords: National, development, plan, business administration

Introduction

As a country, Nigeria has been over the years attempting to actualize the concept of national development and economic reformation through the formulation of various sets of policies and strategic development frameworks. The National Development Plans NDP 2021-2024 is one of such plans that aimed at expanding and developing some sectors of the nation including business administration and management (Federal Government of Nigeria, 2021). Hence one can deduce that business administration and management functions are input into the national development programmes of a country since they are core to organization, ideas, and the nations fight for economic supremacy (Ademola & Olalekan, 2022). Even with the formulation of several policies, Nigeria faces challenges which negatively affect its quest for economic sustainable development. Some of these are as follow Poor bases for the development of infrastructure, poor development of human resources, and poorly developed institutional base and environment (Eze, 2022). However, such problems are characteristic for the sphere of business, where administrative and managerial limitations hinder

development and competitiveness perspective. The NDP 2021-2024 is to overcome the existing problems; however, the extent of its effectiveness in transforming the format of the business administration and management area is still unexplored. Specifically, this paper aims at assessing the extent to which the National Development Plan (NDP) 2021-2024 as a broad strategic plan has been implemented in enhancing business administration and management practices in Nigeria.

The specific objectives of the research are as follows: to discuss the smooth strategies pronounce in the NDP 2021-2024 concerning the business administration and management, to critically detail the impact of the spatial structure of the plan on the business environment of Nigeria, to highlight the opportunities and challenges of the NDP for business administration and management and to propose measures that needs to be enforced to improve the implementation of NDP in attaining the national development goals. This analysis is based on NDP period 2021 to 2025 since the study aims at achieving NDP objectives. It will cover the different areas within business administration and management such as policy environment, business physical environment, people management and development, technology, institutional environment among others. However, the geographical area of this study is restricted to Nigeria while covering just a few of the NDP priority areas. Akpan and Etim (2021) and Musa et al. (2022) call for effective economic policies and strategies if there will be economic growth. Okeke and Nwafor (2022) also urge the creation of adequate infrastructural endowment that would enhance business operations. According to Usman (2022) the NDP 2021-2024 outlines Programs of activities to address these challenges, as follows; Moreover, human capital development seems to be very relevant to the administration and management of the business.

Onuoha (2021) noted that there must be education and training to develop skilled workers come up. In this regard, the activities and polices of the NDP in these areas are intended to enhance the sustainability and competitiveness of Nigeria. Also critical are the aspects of technology that exist in the current business environment. For instance, Olatunji and Adebayo (2022) indicated that innovation and digital transformation are effective and growth increasing unraveling strategies. Furthermore, the implication of the NDP in making the business environment in Nigeria a favorable technology environment will prove favourable (Eze & Agbo, 2022). Institutional reforms are required while developing a friendly business environment. In the light of diagnosing the interaction of the identified variables as stated Adeola & Ogundele (2022), it could be seen that presence of strong institutions eradicates poor governance and regulations. NDP policies, particularly, note that its programme of reconstructing key institutions will enhance business activities and enhance development (Nwachukwu & Adeyemi 2022). Therefore, this research intends to fit into these gaps by exploring the above-mentioned strategic pathways and how they would fold into NDP 2021-2024 in order to paint a near picture of how the plan would impact on business administration and management in Nigeria. Thus, the study will demonstrate what opportunities and risks NDP poses to the discourse on national development.

Literature Review

Concept of National Development

National development is the process of attaining higher levels of economic, social and political development in a country for the benefit of the country's population. This involves amongst other things; economic growth, poverty eradication, stewardship in health and education, physical development and reformation of the institutions of leadership (Adewale & Ojo, 2022). As for making it pertinent goal in Nigeria, it is important to acknowledge that the country has some great needs notably poverty, unemployment and lack of adequate infrastructure (Eze & Nwosu, 2023). Government plans like the National Development Plan (NDP) for 2021-2024 these challenges aspire to offer a blueprint for coordination of developmental activities in sectors to respond to these challenges (Ibrahim & Yusuf, 2021). Economic development is extremely central to realizing national

development as it supports flow of resources needed to carry out other national development activities such as the provision of social and other infrastructure services.

To the effect, it is common knowledge that Economic development is a process that fosters national development and that even the growth of economies will in the long run bring about improvement of the standards of living of the society (Bello & Adamu, 2023). But the same way that a country develops its economy, it does not mean that is all they have to do to be considered as having developed nationally; there is proper and efficient economic disbursement; proper governance systems; and environmental conservation policies (Okoye & Adebayo, 2023). In Nigerian case, the factors relating to national development are relatively worse off by factors such as corruption vice, poor policies and absence of sound institutional framework (Olatunji and Eze, 2022). These factors also make it necessary to have an integrated approach to National development which is well captured in NDP 2021-2024.

Since these are mainly structural issues the NDP aims at reducing them by focusing on such critical domains as infrastructure development, human capital development besides instituting necessary institutional reforms (Usman & Lawal, 2022). Development will hence transcend beyond, simple improvement of economy; development will encompass the creation of institutions and the policies that create harmony within societies and the environment (Abubakar & Ibrahim, 2023).

Business Administration and Management

Business administration on the one hand and management on the other, are sub sector that has a great influence to developing the economy of a country. And they are the planning, organizing, directing and controlling of resources to achieve an organizational goal in an optimum manner. From the perspective of relevance and necessity the role of efficient business administration in Nigeria is positioned here as the most basic need as it relates to the performance and competitiveness of business organisations, which are the bedrock of the economy of the country (Ogunberu, et al., 2024; Okeke & Nwafor, 2022). Business administration practices and principles are not only useful for the private firms but is also relevant to governmental organizations as a way of enhancing the performance of the activities, and service delivery systems of the government (Olalekan & Adeniyi, 2023). It is therefore constituent to all that business administration has economic activities as aspects and eliminate impediments to job creation, innovation stimulus and generation of wealth (Musa & Ibrahim, 2023). Contemporary management theories provide structures for smooth organizational functioning, market responsiveness, change, and innovation, all of which are central predispositions to economic growth & development (Adebayo & Ojo, 2022). Nevertheless, business administration is also crucial in raising up the prospect of the entrepreneurship and business overall, which is very important for the developing the economic frame and buffer in a country like Nigeria mentioned above (Wang & Zhang, 2021).

The country exposes that through the improvement of business activities, Nigeria is capable of transforming its competitiveness in the international market and improving the flow of foreign investments necessary for the further development of the nation (Olatunji & Adebayo, 2023). However, challenge including infrastructure, weak regulatory institutions, and inadequate human resources remain barrier to proper business operation and management in Nigeria. (Adewale & Ojo, 2023). This is not to say there are problems of this nature and they can have this range that require pointing the approach at it, for example, NDP 2021-2024 intends to rectify such problems by enhancing the business environment through provision of infrastructure, adequate legal systems and human capital development. It is however important for the NDP to realise that business administration is an essential element in the national development strategies hence has adopted measures to address these challenges thus enhancing the overall function of business towards the development of the economy of the country, Nigeria (Olaitan, & Olubiyi, 2024; Eze & Nwosu, 2023).

National Development Plan (NDP) for the fiscal years 2021-2024

Nigeria's socioeconomic framework is enshrined in Strategy National Development Plan 2021-2024, the NDP 2021-2024 remains an implementation agenda within five years. The areas of poverty, unemployment and deficits in infrastructure are well captured when placed under the perspective of economic diversification, human capital development and institutional improvement by the NDP. This plan is in accordance with the concept of the vision for sustainable development of the country as it states specific objectives and aims for as well as strategies for agriculture manufacturing services etc as given by (Bello & Musa, 2023). The National development plan for 2021-2024 aims at enhancing the Nigeria socioeconomic development touching the standards of living of the locals through the exploitation of the many resources available and its strategic location (Oluwaseun & Ibrahim, 2022).

Strategic initiatives of the plan are oriented towards creating an allowable environment for the new private sector intervention, which, in turn, can stimulate and contribute to innovative added values within the economy (Ademola & Nwosu, 2022). According to the NDP in changing the present policy the NDP will leverage on both domestic and foreign investment which are imperative for financing massive development in infrastructure base as well as expanding the industrial base (Eze & Olalekan, 2023). Besides, as was provided in the NDP, Nigeria will take special steps for governance improvement and combating corruption that have always hinder the implementation of development strategies in Nigeria (Okoye & Lawal, 2022). With these initiatives, the NDP 2021-2024 aims to enhance the resilience stability of Nigeria and the economy to enable it to reduce the impact of the rest of the World shocks hence making it more diversified. The NDP 2021-2024 is however, said to be most successful if its activities are executed and the political requirement to meet the lofty goals of the plan is maintained (Olatunji & Adamu, 2023). The NDP also also consists of a robust monitoring and evaluation process to track the level of implementation progress and the level of accountability during the implementation process (Bamidele & Adeola, 2022). There is also the awareness of all the parties, the grandmother, the government, the business community, and the civil society, which will define the success of the objectives set for the plan (Adebayo & Usman, 2023). Thus, in the absence of such coordination activities it is possible to talk about high possibilities that the NDP is unable to contribute to the change process and assist in building the state.

Policy Framework

Generally, the specification of the policy environment is an essential precondition for the formation of favorable conditions for the economic development of the country. Coordinated as a policy framework in the NDP 2021-2024, it has been conceptualized to fix the structural problems that have been the Nigeria's undoing in the past (Ademola & Eze, 2023). To achieve this goal, the NDP will enhance the business environment through the easing of doing business and its regulatory environment; a move which will assist the country attract both international and domestic investment critical for growth. This paper also agrees that such an approach will reduce bureaucracy and promote transparency and the business environment to encourage entrepreneurship and creativity (Oluwaseun & Adebayo, 2022). One of the components of the operational policy of the NDP is the tercerment of the policy aimed at increasing the openness of the public administration sector in terms of governance and accountability (Okeke & Nwosu, 2022). To this end, the proper governance forms the basis of policy action and resource deployment amongst the development programs (Akinyemi & Lawal, 2023).

In the NDP, policies aimed at institutional development, anti-corruption and improvement of civil service agencies' delivery of services have specific objectives stated (Olatunji & Adeola, 2023). These reform measures should smooth out the citizens' faith in the relevant state institutions and help to advance the business climate because it is more credible and more stable (Eze & Adebisi, 2023). Thus, the policy framework of NDP considers the promotion of social aspect along with the economic growth as being in synergy where such priority should be harmonized (Usman & Ibrahim, 2022). To this end, access to education, health care, non-social services, and subsequent improvement in the level of income disparity are the major components of the strategy (Adebayo & Musa, 2023). The

framework also takes environment into account and puts emphasis on the fact that the growth of Nigeria's economy should not be accompanied with depletion of natural resources (Okoye & Ademola, 2023). NDP 2021-2024 aims at incorporating all these facets of policy formulation to offer a holistic view of development strategy to both the economic and social challenge in Nigeria ().

Development of Infrastructure

In Akinyemi & Usman, (2022) the NDP 2021-2024 has among its key goals to improve infrastructure because infrastructure stimulates and promotes economic activities as well as uplifts the standard of living of the populace. In the same vein Musa & Adebisi (2023), noted that the NDP accord a Paramount importance to improving and developing physical infrastructures in Nigeria that include transport, power and ICT. These authors also point out that it is essential for government to ensure sufficient infrastructure for enhancing industrialization, trading and the efficiency of business organizations. This opinion pervades the choice of the goals for the infrastructure components of the NDP, as noted by Olatunji & Bello (2023), which are designed to overcome these fundamentals barriers to the economic growth of Nigeria. In particular, according to the work of Okeke & Ademola (2023), indeed the NDP contains measures on how to enhance transport related structures including; road network, railway, airport and seaport for both regional and international connection. The changes in these infrastructures will be expected to reduce business operational expenses, boost efficiency, and encourage overseas investment (Eze & Adebayo, 2023). The NDP has also established other action plans aiming at enhancing development of the energy sector through the generation and distribution of electricity which is vital in industrial development as well as the enhancement of the well-being of the people of Nigeria. Besides, it considers funding authorization for broadband and information technology development as the need for the physical infrastructure approaches increases with population growth (Musa & Oluwaseun, 2023). However, the continuation of these infrastructure endeavours will be further challenged by the following factors: Financial resources, corruption and inefficiencies in the management of projects (Akinyemi & Ademola, 2022). These funding gaps are most evident, and according to the NDP and other sources, PPP arrangements and international development agency involvement are again required to fill the gaps. The more the strategy highlight accountability and transparency regarding the manner of implementing the above stated various infrastructure projects in order to ensure that projects are implemented on time and within the stipulated set budget (Usman & Eze, 2023). And most importantly, knowing these problems leave much to be desired, the NDP 2021-2024 aims at enhancing the infrastructure of the Nigerian state in such a way that the further progress of the country will be driven by the Nigerian economy (Olubiyi, 2024; Musa & Bello, 2023).

Human Capital Development

The NDP 2021 – 2025's human capital or empirical capacity building is one of its priorities because for an economy to be sound; it has to be built on people with skills. (Adebayo & Usman, 2023). The NDP tries to redirect effort towards helping, and capacity develop the capacity for merely technical Nigeria to literations so as to compete on the map internationally (Musa & Eze, 2023). Therefore, the aspect of investment human resources partly helps in enhancing productivity, creativity hence employment, especially the youth's employment, the percentage of unemployment hence should be addressed. The administrator plans incentive mechanisms for all levels of education: for admission to primary, secondarily, tertiary level and into higher education institutes, as well as for purposeful linkage of this qualification with the environment of labour market. (Okoye & Oluwaseun, 2023). The NDP also mentions technical skills that will catalyse professional dynamism, as postulated above. By NDP, vocation education and subsequent training are targeted since economy is dynamic (Akinyemi & Ademola, import). The plan seeks to develop and increase technology and vocational education to employers' shortage supply as well as demand in Manufacturing, Agriculture, and Information Technology skills today (Bello & Adeola, 2023). However, the NDP also creates investment to be brought to make health better because "more health of the workers matters, the more productivity they make, the more contribution they offer."

The fourth hope under this strategy is to define the developmental strategies that will be used to deal with the areas of economic development. Among the strategies by Musa and Adebisi (2023) the following strategies are considered. The financing of health care facilities is also made to support enhancement of preventive health care services, and health education in his Excellency's human capital development plan (Usman & Adebayo, 2023). However, the outcome of the human capital development initiatives depends on conditions such as; The human capital development initiatives should be well funded, quality education infrastructure is hard to come by, and, Socio-demographic characteristics on the facilities of education and health are unevenly distributed (Olubiyi, et al., 2024; Olatunji & Ademola, 2023). For those problems, NDP has persisted on the following strategies among which includes; provisions for enhanced spending on education and health; training and upgrade of teachers or health-care personnel; and availability of targeted solutions to access barriers for delineated vulnerable groups (Eze & Okoye, 2023). Third on NDP 2021-2024 human capital development to prepare a skilled healthy and productive workforce was listed as its objectives so as to redirect the Nigerian economy towards sustainable development for the large population of the people majority of who remain unemployed (Musa & Bello, 2023).

Technological Advancement

This theme is very important in studying because the specific objectives of the National Development Plan (NDP) 2021-2024 towards further economic development and efficiency increase and innovations highlighted by Adebayo & Ademola, 2022. Areas like farming, services manufacturing and many others use the NDP to boost production through efficiency anywhere (Musa & Adebisi, 2023). It also points the way to raising ICT based transformation and aims at stimulating the formation of a knowledge economy (ibid). Nigeria considers it feasible to address the current cleavage in the degree of digital connectivity and become a competitor in the current global market competition (Akinyemi & Oluwaseun, 2022). Of all the areas of the NDP the enlargement of the broadband facility is one of the strategies that aims at enhancing the internet connection in Nigeria (Eze & Lawal, 2023). This is equally relevant and beneficial, especially, to e-commerce and online services, virtual employment which has gained rise in recent past due to COVID-19 or pandemic (Usman & Adebisi, 2023).

Furthermore, the plan also recognizes the provision/investment in solutions through technology development, as well as supporting any form of entrepreneurship – of any kind and or at any stage – in the ICT given its broad domain according to Musa and Adebayo (2023). It is believed that new business and technologies for supporting enterprises will address employment and economic growth hence the NDP plan (Olatunji & Okoye, 2023). However, the attainment of these end technological goals, are to an extent, anchored on, the difficulties of multiple barriers such, as missing link infrastructures, the human capacity development crises, and constrained technology-based venture financing. As indicated in the NDP, funding mechanisms are planned such as; the creation of public-private partnerships, the building of the capacity of technology firms and a tax credit for technology development. Additionally, the programme stresses assessment of the need to create legal framework conducive for creation of new ideas with the knowledge that the growth of the consumers and especially the consumers' data are sacrosanct (Musa & Bello, 2023). NDP 2021-2024 aims to among other things the increase of economic growth and provision of quality service to the people/standards of living of all the citizen through the improvement of technology.

Institutional Reforms

The period 2021-2024 mentioned in NDP as a national development planner cannot be achieved without nurturing identified institutions which are potentially significant for sustainable development (Adebayo & Eze, it). According to Musa & Okoye (2023), the NDP is meant to correct the fundamental deficits that have been dented in Nigeria to frustrate development programmes in the past. The following reforms are geared towards the improvement of governance in running of institutions within the public sector, increase the rate of service delivery and accountability (Olatunji & Adebisi, 2023). As a result, the NDP will also aim to back a complementary argument, namely, that

continuing institutionalization will give rise to quantitative and qualitative improvements in the economy and other social processes (Usman & Oluwaseun, 2023). Another of the NDP's focus areas of institutional reforms is corruption (Akinyemi & Ademola, 2022). This research paper has identified corruption and has been and still is a key locking factor deterring the national development of Nigeria: because of corruption, leadership has received lack of support from the public, and available resources have been channeled away from what is supposed to facilitate development agendas (Bello & Musa, 2023). This is catered for in the NDP and one effort made towards it is clearing the government activities transparency and accountability and also adopting corruption-free measures with encouraging the citizens' involvement in the government processes (Olubiyi, 2022; Musa & Adebisi, 2023). As regard these aforementioned initiatives, it is expected that they are capable of raising level of public confidence and encourage economic and social activities (Olatunji & Okoye, 2023). Furthermore, NDP responds to the question of decentralisation and construction of local governments to play a livelier function in developmental process (Eze & Lawal, 2023). Just as decentralization is expected to support service delivery, enhance citizens' participation, and, significantly, interventions relevant to the needs of local people (Usman & Adebayo, 2023). Any such plan highlights the promotion of judicial reforms, which would contribute to improvement of rule of law and property rights that related to investment and development within the society Maryam and Oluwaseun, 2023. Equally in practice of such institutional changes, the NDP 2021 – 2025 aspires to further enhance formation of better Governance framework in the realization of the developmental goal of the Nigeria State in the distant future (Olatunji & Okoye 2023).

Challenges and Opportunities

In responding to these challenges there must be political will which will be supported by interventions that are grounded in sound institutions and the involvement of all of the right stakeholders – this would include the private sector for instance and civil society, to mention but a few. However, the NDP 2021-2024 also has massive chances that could actually contribute more to the transformation of the economy of Nigeria, as well as enhance the standard of living of the people in the state (Akinyemi & Ademola, 2022). Each blueprint of the Kenyan economy has always looked forward in an endeavor to develop industrial characteristics; this has not been the factor with other several plans that aims at enhancing human resources, then technology which will in turn help in addressing barriers that for a long time has hindered growth of Nigerian economy (Bello & Musa, 2023). In addition, the NDP brings new opportunities for the financing and competences for implementing large scale activities through PPP and International Collaboration. The above opportunities, if properly tapped, can catalyse on economic development, decrease on unemployment and eliminate poverty. Consequently, for the right monitoring and evaluation system for the Program in place that enables reaping of the benefits of the NDP 2021-2024. The latter is follow-ups on the initiatives highlighted in the plan, and review of the same will help identify the possible bottleneck in early time and contains strategies regarding the particular plan in the upcoming analysis (Usman & Adebayo, 2023). However, it is impossible for the higher education system to turn obstacles into opportunities and progress towards the planned goals of the plan without collaboration with the government, the privy sector, and the civil society as stated by Musa and Oluwaseun (2023). Should these challenges be well managed and the above stated opportunities well exploited, NDP 2021-2024 would have all it takes to transform the development of Nigeria and its competitiveness in the global arena.

Implementation and Monitoring

As pointed out by Adebayo and Eze (2023) nevertheless, the accomplishment of the specific objectives requires the compliance and concrete observation of the processes and arrangements that has been set down for their achievement. However, in a country such as Nigeria, most development plans have a serious disadvantaged area that rarely has focus, the implementation (Musa & Okoye, 2023). Such challenges are countered within the National Development Plan through pointing out a clear implementation plan that involves all the three echelons of the government in addition to the

private sector (Olatunji & Adebisi, 2023). Also, the plan highlights those public institutions needed to be enabled in order to perform the strategies to be implemented successfully (Usman & Oluwaseun, 2023). Before proceeding further, it becomes pertinent to point out that monitoring and evaluation is a process that is fully a part of NDP performance as mentioned by Akinyemi and Ademola (2022). The plan also suggest that a robust monitoring system should be adopted which should consist of degree of periodicity, performance measures and feedback mechanisms (Bello and Musa, 2023). This is the framework that has developed transparency and accountability to see to it that the strategies within the plan are adjusted in depending on when it is required (Musa & Adebisi, 2023). Focusing more on the assessment of the initiatives, such as an evaluation, the government would be in a position to diagnose some issues at the right time before they embarked on the correction to regain the plan (Olatunji & Okoye, 2023).

Moreover, on the role of the Stakeholders in the monitoring of the plan, the NDP is stated (Eze & Lawal, 2023). Kenyan civil society, private sector and international development partners' involvement in monitoring and evaluation adds a more comprehensive perspective in the process and at the same time tries to ensure that the plan is about to addresses the needs of all the stakeholders (Usman Adebayo, 2023). Such efforts are necessary to promote understanding towards, and ensure that goals would be achieved (Musa & Oluwaseun, 2023). Therefore, integral to the achievement of the NDP 2021-2024 is a sound monitoring and evaluation regime that supports the delivery of the plan that will seek to meet the outlined objectives and goals (Olatunji & Okoye, 2023).

Public-Private Partnerships.

PPP is one of the growth models in the framework of the National Development Plan (2021-2024) in Nigeria to give a sector-specific direction to the developmental goals of Nigeria (Adebayo & Eze, 2023). PPP is a partnership between the government and the private sector in financing, building, and operating a number of infrastructure development initiatives such as the infrastructure, healthcare, education to name but a few (Musa & Okoye, 2023). The NDP concedes the fact that the private sector holds the knowledge and efficiency, and resource to complement the government, in the provision for public goods (Olatunji & Adebisi, 2023). In the case of PPPs, those two sectors have mutual opportunities as well as the capacity to fund the deficit and enhance the speed of implementing selective projects and initiatives (Usman & Oluwaseun, 2023). Another advantage of the PPPs is in the ability of the public to transfer risks to private sector and vice versa (Akinyemi & Ademola, 2022). They involve each the parties in financial, operation and project risks which makes it easier for the large-scale project to be brought to realization and sustainably economically viable, according to Bello & Musa, 2023.

According to Musa and Adebisi (P23), the NDP outline several sectors including transport, energy and water resources that the author acknowledges where, in particular, PPPs can be helpful. The role of the private sector in such activities will therefore help to ensure that the government offers timeous, cost effective and quality project delivery. However, it will also be relevant on the same note to add that relationship between two sectors cannot be good if there are no finer relatively developed regulation with good governance arguing accountability and transparency (Eze & Lawal, 2023). NDP, in particular, provides for improvement of the PPPs governance and institutional arrangements ensuring the parties' rights protection to the agreement (Olowoporoku, & Olubiyi, 2023; Usman & Adebayo, 2023). Moreover, the proposal also avows that even the public should be involved to ensure that satisfaction with projects from the targeted communities is improved. That being the case, the NDP 2021-2024 attempts at leveraging the PPPs in order to acquire the necessary resources and skills to foster the development of Nigeria with a view to enhancing the standards of the people (Olatunji & Okoye, 2023).

The present study, therefore, employs a qualitative research method and content analysis to evaluate sundry peer-reviewed journals, research articles, and policies on the Nigerian National Development Plan and its implementations in the 2021-2024 fiscal period. As a result of its applicability in organizing and identifying systematic patterns of textual data, content analysis is employed as the

principal approach in the textual data review since it can preserve the context and allow coherences, themes, and insights that are pertinent within the overall conception of the NDP strategy. The purpose of the analysis is to identify the representation of the initiatives of the NDP in the area focusing on the literature in the areas of infrastructure, human capital technology and institutions. The study aims at comparing and integrating the observed outcomes of the different sources with the aim of deducing a coherent, contextualized picture of the NDP as well as its impact on business administration, management and country development.

The content analysis process constitutes the following process whereby there was a specific content selection comprising of papers as well as other contents that depicted primary themes of the study. The NDP 2021-2024 itself offers a framework in which the appropriate sources were reviewed as the relevance of the identified objectives of the plan was highlighted in literature. The work entailed a comprehensive analysis of some main areas that are among others facts and challenges of implementation, the functionability of synergies with the private sector, and technological change, the nature and contribution of technological change. These were all incorporated in the analysis to allow some conclusions on the likely success of the NDP as well as some recommendations on ways of improving the monitoring and evaluation process.

Conclusion and Recommendations

In conclusion, the National Development Plan (NDP) 2021-2024 is a developmental compass in which Nigeria outlines its development agenda for the coming five years. The areas as laid down for further development include infrastructure development; human capital development; technological development which include institutional reforms that are crucial in boosting the growth of any economy and by extension improving the welfare of the people of Nigeria. However, the relevancy of NDP is best measured by its capacity for implementation, assessment and application by all stakeholders that include the private sector and civil society. PPPs are particularly very essential in this regard due to their ability to assist in the formulation and roll out of key developmental Projects at relative lower costs. In but where at the same time the NDP proffers bountiful opportunities. It is only possible to minimize the threats posed by inadequate finances, corruption and political and social instability if one is to achieve the envisaged targets of the plan.

At the same time the opportunity that the NDP is offering in terms of profitability of human resources or in developmental of the economy as well as the further development of technology gives a better solution in the achievement and sustenance of development as posed by the NDP. Nigeria implement the NDP as planned alongside the conquest of any difficulties and Nigeria will attain her development goals hence improved standards of living for her populace. The recommendations of the study are as follows thus; Strengthening the Implementation Frameworks: Looking at the NDP 2021-2024, there is a need to scale up the implementation frameworks of such frameworks in particular to enhance the capacity of public institutions; and optimize intersectoral, interdepartmental and intergovernmental governance for health, as well as efficient and effective resource utilisation. Having the long-term plan with timelines and responsibilities will be useful in the manner, by preventing the direction from getting off course.

Promoting Public – Private Partnerships: PPP are activities that the state should encourage and support to obtain the experience, productivity and financial resources from the private sector. Infrastructure, health care and education sectors need the existence and stability of private sector, which is possible by having rational regulation, reasonable incentive structure and openness for private capital.

Strengthening the Monitoring and Evaluation Mechanisms: There exists a need for strategies for monitoring and evaluation to determine the degree to which NDP's provision of initiatives have been realized. This system should have items of established standard reports, markers of performance, and feedback to identify aspects that impede or alter them, appropriately. There should also be

independent entities in the evaluation process, which will help to encourage responsibility in that system.

Encouraging Inclusive Development: These gaps should be the focus of the NDP because the plan has caused an inequality within the different regions, the NDP plan must be implemented by all the citizens and not only that, there are improved rates of inequality in the provision of income for the citizens. The Education, Health and social service promotion policies are important a engine for economic development in a more balanced way.

Strengthening the Innovation and Technological Advancement: Innovation and all form of technology should always feature in NDP and therefore they should be in focus of the current trends.

This includes the purchase of research and development and in buying and supporting startups and tech companies also creating digital platforms. When an innovational spirit is thus introduced into this region, it forms the ground whereby Nigeria can enhance its competitive edge as well as foster development of the economy on a sustainable manner.

Strengthening Institutional Reforms: They call for review of institutions in an effort to improve on the management, eradicating vice, and to make the public service more effective. There must and have to be an increase of efforts to fight against corruption, strengthening institutional mechanisms, and making all spheres of government as transparent as possible.

Promoting Stakeholder Engagement: Civil society, the private sector and partners must be fully involved in the implementation of the NDP. They will ensure that through such motivated and result yielding regular interactions, consensus building efforts and implementation cooperation the plan will indeed be relevant to the expectation of, and needs of all the stakeholders.

Addressing Funding Gaps: There are untapped political commitments and financial solutions that remain available to cushion funding deficits; development finance, international help, and bonds. Furthermore, increase in tax revenue collection and avoiding wastage in government expenditures will generate enough resource for the funding of NDP programmes.

Enhancing Education and Vocational Training: It is recommended that the government should aim at upgrading the education and skill development of the employees for the purpose of the modern world industrial standards. With regard to reducing levels of unemployment as well as improve productivity, there is need to ensure that the learning achievements reflect the demand of the labor market.

Strengthening Decentralization: Applying decentralization principles with the shift of resources to local councils and other local bodies improves the orientation of delivered services and can lead to a proper alignment of development programmes with the existing demand. The NDP should increase the sub-national government authorities by the powers and resources devolved to the local government units in terms of improving their contributions in development projects implementation.

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