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**IMPACT OF PUBLIC POLICY IMPLEMENTATION IN NIGERIA: A CASE  
STUDY OF EDO STATE URBAN DEVELOPMENT BOARD, BENIN CITY**

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**UNIVERSITY OF BENIN**

**BENIN CITY, NIGERIA**

**FEBRUARY, 2025**

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**BEING A PROJECT WORK PRESENTED TO THE DEPARTMENT OF PUBLIC  
ADMINISTRATION, FACULTY OF SOCIAL SCIENCES, UNIVERSITY OF BENIN,  
BENIN CITY IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE  
AWARD OF THE DEGREE OF BACHELORS OF SCIENCE IN PUBLIC  
ADMINISTRATION**

**FEBRUARY, 2025**

**CERTIFICATION**

We, the undersigned certify that this project titled “Impact of Public Policy Implementation in Nigeria: A Case Study of Edo State Urban Development Board, Benin City” was carried out by **AIBANGBE SANDRA ESOSA** with matriculation number **SSC2008615** of the Department of Public Administration in partial fulfilment of the requirements for the award of Bachelor of Science (B.Sc.) in Public Administration, University of Benin.

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**R. A. I. MUSTAPHA**  
(Head of Department)

\_\_\_\_\_  
**DATE**

## **DEDICATION**

This project is dedicated to God Almighty, whose guidance and grace have been my strength throughout this journey. The work is also dedicated it to the loving memory of my late father, Mr. Uyi Aibangbe.

## ACKNOWLEDGEMENTS

All glory to God for making this work a reality. I am profoundly grateful for His grace, guidance, and strength throughout this journey. I extend my deepest appreciation to my supervisor, Mrs. E. N. Ogbuagu, whose invaluable guidance, insightful feedback, and unwavering support have been instrumental in <sup>10</sup> the success of this project.

My heartfelt gratitude goes to my beloved mother, Mrs. Orobosa Aibangbe, for her constant encouragement, love, and unwavering belief in me. Her support <sup>33</sup> has been a pillar of strength throughout this journey.

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Furthermore, I acknowledge all the authors, researchers, and scholarly resources that have provided the knowledge and insights that contributed to this work. Their contributions have been instrumental in shaping the foundation of this research. To everyone who has played a role, no matter how big or small, in the success of this project—thank you. Your support, kindness, and encouragement mean the world to me.

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## **ABSTRACT**

The study investigated the impact of public policy implementation in Nigeria, using the Edo State Urban Development Board as a case study. To achieve the purpose of the study, four (4) research questions were raised and answered. The sample size for the study was made up of 100 respondents. The data collected was analyzed using frequency count and simple percentage.

The study revealed that the implementation of public policies by the Edo State Urban Development Board has positively influenced urban development, particularly in housing, road infrastructure, sanitation, and urban planning. It was concluded that some of the strategies that can be adopted to improve the effectiveness of public policy implementation by the Edo State Urban Development Board include increased funding, training programmes, stricter enforcement, public engagement, and inter-agency collaboration.

The study recommended among others that the Edo State government should allocate more financial resources to the Urban Development Board to facilitate the effective implementation of public policies. Adequate funding will ensure the completion of infrastructure projects, improved urban planning, and better service delivery.

## INTRODUCTION

## 1.1 Background to the Study

Public policy is a vital instrument through which governments achieve societal progress and address various challenges, including economic growth, poverty reduction, and social equity. Policies serve as a blueprint for action, defining goals and the mechanisms for achieving them. In Nigeria, public policies have targeted key areas such as education, healthcare, infrastructure, and security. However, the success of these policies depends not just on their formulation but, more critically, on their implementation (Ezeji, 2023). While Nigeria has produced numerous well-crafted policies, the country's track record reveals significant gaps in execution. This disconnect between policy intentions and outcomes often undermines the benefits these policies are meant to deliver.

Public policy entails the deliberate actions, decisions, and strategies adopted by government institutions to address specific societal issues, achieve developmental goals, and improve the welfare of citizens. It serves as a blueprint for governance, providing a framework through which governments allocate resources, regulate activities, and deliver essential services (Uzoma, 2020). Public policy encompasses laws, regulations, guidelines, and programs that are designed to solve problems or fulfill the objectives of a society. It is influenced by various factors, including political ideologies, economic

conditions, social values, and public opinion. In essence, public policy reflects the priorities and commitments of a government in addressing challenges ranging from economic growth and education to healthcare, security, and environmental sustainability.

The concept of public policy extends beyond mere decision-making; it involves a systematic process that includes formulation, implementation, and evaluation. Policy formulation entails identifying societal needs, setting objectives, and designing actionable plans to address those needs. Implementation focuses on executing these plans through programmes, agencies, and institutions. Evaluation, on the other hand, assesses the effectiveness and impact of the policy in achieving its intended outcomes (Bikoro, 2022). Public policy operates within a dynamic environment, requiring adaptability to changing circumstances and stakeholder interests. It is a collaborative process, often involving input from citizens, interest groups, and international organizations. Thus, public policy serves as a vital tool for governments to maintain order, promote development, and respond to the evolving needs of society.

Historically, Nigeria has attempted to address its development challenges through ambitious policies and programmes. Key examples include <sup>50</sup> the National Economic Empowerment and Development Strategy (NEEDS), which aimed to foster macroeconomic stability and poverty reduction; Vision 2020, which envisioned transforming Nigeria into a top global economy; and <sup>21</sup> the Economic Recovery and Growth Plan (ERGP), designed to address economic recession. Despite the innovative nature of

these frameworks, their impacts remain limited. Issues such as poor planning, corruption, weak institutional frameworks, and a lack of proper coordination have consistently hindered their success (Akinade, 2021). This disconnect raises concerns about the governance mechanisms and accountability structures in place to ensure these policies are effectively implemented. Consequently, the limited success of these programs has sparked questions about the systemic obstacles preventing Nigeria from translating policy aspirations into tangible outcomes.

Public policy implementation <sup>41</sup> plays a crucial role in shaping the socio-economic and political landscape of Nigeria. Effective implementation of policies has the potential to address pressing societal challenges such as poverty, unemployment, inadequate infrastructure, and poor healthcare delivery (Nnamani, 2023). For instance, policies like the National Social Investment Program (NSIP) have provided social safety nets for vulnerable populations, improving their standard of living. Similarly, the implementation of policies aimed at fostering economic diversification, such as the promotion of agriculture and small and medium-sized enterprises (SMEs), has bolstered job creation and reduced overdependence on oil revenue. However, these positive impacts often hinge on proper execution, transparency, and accountability, which are frequently lacking in Nigeria's policy landscape.

Despite these benefits, the challenges associated with public policy implementation have significantly hindered the nation's development. Corruption,

bureaucratic inefficiencies, lack of political will, and inadequate funding have undermined the success of several policies (Shagari, 2020). For example, while <sup>8</sup> the Universal Basic Education (UBE) programme aimed to ensure access to quality education, poor implementation has left many schools underfunded and ill-equipped. Similarly, environmental policies to mitigate the <sup>44</sup> effects of oil exploration in the Niger Delta have often failed due to weak enforcement mechanisms. These setbacks highlight the need for stronger institutional frameworks, stakeholder engagement, and monitoring mechanisms to ensure that public policies achieve their intended objectives and drive sustainable development in Nigeria.

The Edo State Urban Development Board was established to provide comprehensive planning and regulation of urban growth, including zoning, land allocation, and building codes. Benin City, as the capital of Edo State, has witnessed substantial population growth, which has intensified the demand for essential services such as housing, transportation, sanitation, and healthcare. The Edo State Urban Development Board has been tasked with addressing these issues through policies aimed at regulating land development, ensuring the provision of adequate infrastructure, and creating <sup>21</sup> an enabling environment for private sector participation in urban development projects (Oaikhena, 2023).

## **1.2 Statement of the Problem**

In contemporary times, preliminary observation has shown that the implementation of public policies appears to be a significant challenge, limiting their impact on the country's development. Despite the establishment of policies aimed at addressing socioeconomic issues, their results often fall short of expectations. Many policies, such as those targeting poverty alleviation, healthcare access, education reform, and infrastructure development, fail to deliver their intended outcomes due to insufficient political will, corruption, inadequate funding, and weak institutional frameworks (Adewale, 2021). Bureaucratic inefficiency further complicates the execution of policies, causing delays and mismanagement of resources. This is evident in Edo State, where urban development efforts seem hampered by issues such as inadequate funding, bureaucratic bottlenecks, and lack of stakeholder engagement. For instance, policies intended to address urban planning and environmental management often fail to achieve their intended objectives, resulting in problems such as unregulated construction, poor waste management, and ineffective transportation systems.

Moreover, there seems to be a gap between policy formulation and actual implementation, attributed to weak institutional frameworks, corruption, and political interference. This disconnect often leads to projects being abandoned midway or failing to meet the needs of the intended beneficiaries. Public confidence in the government's ability to drive urban development initiatives is further eroded by the lack of transparency and accountability in the implementation process. As a result, residents of Benin City

continue to experience inadequate urban infrastructure and services, contributing to a decline in their quality of life. Concerned by these issues, the researcher investigated the impact of public policy implementation in Nigeria, using the Edo State Urban Development Board as a case study.

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### 1.3 Research Questions

The following questions will guide the study:

1. What are the key public policies implemented by the Edo State Urban Development Board in Benin City?
2. How has the implementation of public policies by the Edo State Urban Development Board impacted urban development in Benin City?
3. What are the challenges faced by the Edo State Urban Development Board in implementing public policies effectively?
4. What strategies can be adopted to improve the effectiveness of public policy implementation by the Edo State Urban Development Board?

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### 1.4 Research Objectives

The main objective of the study is to investigate the impact of public policy implementation in Nigeria: A case study of Edo State Urban Development Board, Benin City. However, the specific objectives of the study are:

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1. To examine the key public policies implemented by the Edo State Urban Development Board in Benin City;

2. To find out how the implementation of public policies by the Edo State Urban Development Board impacted urban development in Benin City;
3. To ascertain the challenges faced by the Edo State Urban Development Board in implementing public policies effectively;
4. To highlight strategies that can be adopted to improve the effectiveness of public policy implementation by the Edo State Urban Development Board.

#### **1.5 Scope of the Study**

The scope of this study focuses on examining the impact of public policy implementation in Nigeria, with a particular emphasis on the Edo State Urban Development Board in Benin City. This study will be confined to the activities, challenges, and outcomes associated with the implementation of urban development policies by the Edo State Urban Development Board in Benin City, Edo State. The research will explore the specific policies, their execution, and the resultant effects on urban development within the city.

#### **1.6 Significance of the Study**

This study on the impact of public policy implementation in Nigeria, specifically focusing on the Edo State Urban Development Board in Benin City, holds considerable significance for various stakeholders.

Firstly, the study will be of great importance to urban planners and local government authorities. By assessing the effectiveness of urban development policies, the

study will provide valuable insights into how these policies contribute to the development and growth of urban areas. The findings will help highlight strengths and weaknesses in policy execution, which can lead to improvements in future urban planning strategies and initiatives in Edo State.

Secondly, the study will be significant to policymakers and government officials. It will offer an evaluation of how well public policies, particularly those implemented by the Edo State Urban Development Board, align with the state's development goals. The study will help identify areas where policy implementation has succeeded and where gaps still exist. This will inform future legislative and administrative decisions, ensuring that policies are more effective in addressing the needs of the urban population.

Thirdly, this study will be valuable to researchers and academics. It <sup>51</sup>will contribute to the body of knowledge on public policy implementation and urban development in Nigeria. By providing a case study on the Edo State Urban Development Board, the study will offer a model for similar research in other regions of Nigeria or other developing countries. Future researchers can build upon the findings to further explore the challenges and successes of urban development policies and their impact on communities.

Lastly, the study will be beneficial to the general public, especially residents of Benin City. It will shed light on the outcomes of urban development policies and how these policies affect their daily lives, such as in housing, infrastructure, and public

services. This will foster a better understanding of the role of government in shaping urban environments and encourage greater public participation in policy discourse and development initiatives.

## <sup>2</sup> 1.7 Definition of Terms

The following terms were defined in the study:

**Public Policy:** Public policy refers to a system of laws, regulations, actions, and decisions created or enforced by a government or public authority to address issues within society.

<sup>13</sup>  
**Policy Implementation:** Policy implementation is the process through which government policies are put into action. It involves translating policy decisions into practical measures.

**Urban Development:** Urban development refers to the process of planning, designing, and developing infrastructure, buildings, and other physical aspects of a city or town to meet the needs of its growing population.

**Edo State Urban Development Board:** The Edo State Urban Development Board is a government agency in Edo State, Nigeria, tasked with overseeing and implementing urban development projects within the state.

## <sup>4</sup> CHAPTER TWO

### LITERATURE REVIEW

This chapter presents a comprehensive review of related literature on the impact of public policy implementation in Nigeria. It begins by critically examining the concept of public policy, exploring its definitions, characteristics, and significance within the context of governance and development. The chapter delves into an analysis of key public policies implemented in Nigeria, highlighting their objectives, successes, and the socio-economic impact they have had over time. Additionally, it identifies and discusses the major challenges that hinder the successful implementation of public policies, including institutional, financial, and socio-political factors. Finally, the chapter outlines strategies and best practices that can be adopted to enhance the effectiveness of public policy implementation, drawing from both local and international perspectives to provide actionable insights for improved governance.

#### <sup>1</sup> 2.1 Concept of Public Policy

Public policy refers to the structured and deliberate actions taken by governments to address societal needs and promote collective welfare. Haruna (2023) asserted that it involves a series of decisions, strategies, and frameworks aimed at improving the quality of life for citizens. Public policy serves as a vital tool for governance, encompassing a wide range of areas, such as health, education, security, and infrastructure. It guides how governments allocate resources, regulate societal activities, and establish priorities.

Public policy is also influenced by cultural norms, economic factors, and public opinion, which shape its focus and implementation. By addressing complex societal challenges, public policy helps ensure stability and drives developmental progress. It acts as a bridge between government objectives and the needs of citizens, fostering accountability and transparency (Afolabi, 2021).

The concept of public policy is rooted in the need for governments to systematically address societal challenges and promote national development. Ibhagui (2024) highlighted that it goes beyond the enactment of laws, encompassing regulations, guidelines, and programmes designed to improve public welfare. Public policy operates as a dynamic process, requiring flexibility to respond to emerging challenges and diverse societal expectations. It often requires collaboration among government institutions, civil society, and the private sector to ensure inclusiveness and effectiveness. Through this process, public policy balances competing interests, fosters equity, and addresses the diverse needs of citizens. By providing strategic direction and measurable outcomes, public policy contributes to achieving national goals and long-term stability, ensuring the continuous improvement of governance and service delivery (Ibrahim, 2022).

Public policy encompasses the formulation and implementation of decisions aimed at addressing societal problems and achieving developmental objectives. Nwafor (2023) observed that this process begins with identifying societal needs and designing actionable plans to address them. Public policies are informed by thorough research,

stakeholder engagement, and expert analysis to ensure they are both relevant and effective. Their implementation often requires the establishment of programmes and institutions to execute specific initiatives. Furthermore, public policy must account for socio-political and economic dynamics, which can significantly influence its success. It also serves as a mechanism for governments to fulfil their obligations to citizens, ensuring accountability and fostering public trust. Ultimately, public policy provides the foundation for addressing critical issues and achieving collective progress (Nabofa, 2021).

The implementation of public policy is a critical phase that determines its effectiveness in addressing societal needs. Emeniyi (2022) argued that implementation involves converting policy decisions into actionable programmes through agencies, institutions, and collaborative frameworks. This phase requires proper coordination, resource allocation, and effective monitoring to ensure the intended outcomes are achieved. Implementation challenges, such as bureaucratic inefficiencies, resource constraints, and political interference, often affect policy success. Additionally, external factors, including global economic trends and geopolitical conditions, influence the implementation process. Governments must remain adaptable to these challenges while maintaining focus on their objectives. By ensuring that policies are implemented effectively, governments can foster public confidence and achieve sustainable development. Successful implementation ultimately bridges the gap between policy intentions and societal impact (Chukwuma, 2020).

Evaluation is a crucial aspect of public policy, ensuring its relevance, effectiveness, and adaptability over time. Babalola (2023) observed that evaluation involves systematically assessing the outcomes of policies to determine their success in achieving set goals. This process identifies strengths, weaknesses, and areas for improvement, thereby providing valuable insights for future policymaking. Evaluation promotes accountability, as it <sup>34</sup> ensures that public resources are used efficiently and policies achieve their intended impact. It also fosters transparency by communicating policy outcomes to stakeholders, including the public. Furthermore, evaluation enables governments to adapt policies to changing societal needs and challenges, ensuring they remain effective in dynamic environments. Through comprehensive evaluation, public policy becomes a tool for continuous learning and improvement, enhancing governance and societal development (Onyeka, 2022).

Public policy represents a comprehensive and systematic approach to addressing societal challenges and achieving developmental goals. Ezenagu (2023) asserted that it embodies the priorities and values of a government, serving as a roadmap for sustainable development. Public policy operates within a dynamic framework, evolving in response to emerging issues, technological advancements, and shifting societal aspirations. It reflects the government's commitment to ensuring citizens' welfare, providing essential services, and maintaining societal order. Effective public policy requires collaboration among various stakeholders, including policymakers, citizens, and international organizations. By integrating diverse perspectives and promoting inclusivity, public

policy strengthens the social contract between governments and the people. It remains an indispensable instrument for governance, ensuring stability, progress, and equity in society (Okafor, 2021).

## **2.2 Key Public Policies Implemented in Nigeria**

Public policy in Nigeria serves as a tool for addressing socio-economic challenges and driving national development. Daramola (2023) asserted that the formulation and implementation of public policies have been crucial in combating issues such as poverty, education, and healthcare challenges in the country. One prominent policy aimed at reducing poverty was the National Poverty Eradication Programme (NAPEP), introduced in 2001. The policy targeted the economic empowerment of citizens through skills acquisition schemes, financial assistance for small businesses, and other poverty alleviation measures. NAPEP aimed to foster self-reliance and reduce unemployment rates. However, despite its potential, the programme was hindered by issues such as corruption, poor coordination, and insufficient funding, which undermined its effectiveness and limited its impact on the most vulnerable populations (Zawadi, 2021).

The Universal Basic Education (UBE) programme, introduced in 1999, remains one of Nigeria's most notable education policies. Adesina (2022) observed that the programme aimed to provide free and compulsory education to all Nigerian children from primary to junior secondary school. This policy was developed to address the challenges of low enrolment rates, high dropout rates, and illiteracy, particularly in rural areas.

Through the provision of funding for school infrastructure, teacher training, and learning materials, the UBE sought to promote equitable access to quality education. However, the programme has faced several obstacles, including inadequate infrastructure, poor teacher-to-student ratios, and the lack of proper monitoring mechanisms. These issues have limited the UBE's ability to achieve its intended goals of universal education for Nigerian children (Oladimeji, 2020).

The National Health Insurance Scheme (NHIS), established in 2005, represents a pivotal health policy in Nigeria. Chijoke (2024) emphasized that the NHIS was designed to improve healthcare access for Nigerians by pooling resources through contributions from employers, employees, and the government. The scheme provided a structure for affordable healthcare services, aiming to reduce the financial burden of medical expenses on citizens, particularly for low-income families. Despite its potential to enhance health outcomes, the NHIS has encountered significant challenges, including low awareness, particularly in rural communities, and issues with transparency in fund management. Additionally, enrolment rates remain low, and many healthcare providers are excluded from the scheme, leaving millions of Nigerians without access to its benefits (Tanko, 2023).

Agricultural policies have been integral to Nigeria's quest for food security and economic diversification. Maduku (2023) highlighted <sup>43</sup> the Agricultural Transformation Agenda (ATA), launched in 2011, as a landmark initiative designed to revitalize the

agricultural sector. The policy sought to increase productivity through access to modern farming tools, improved seeds, fertilizers, and credit facilities. Furthermore, it encouraged private sector investment in agriculture and focused on enhancing value chains for staple crops like rice and cassava. While the ATA recorded some successes, such as increased food production and job creation, its implementation faced challenges. Poor rural infrastructure, inconsistent government policies, and limited access to markets for smallholder farmers undermined the sustainability of its progress (Balogun, 2022).

Addressing Nigeria's chronic electricity shortages has been a major focus of public policy. Ikwuadi (2020) noted that the National Electric Power Policy (NEPP) of 2001 aimed to reform the power sector by privatizing electricity generation and distribution companies. This policy sought to attract private investment, improve service delivery, and stabilize the electricity supply for domestic and industrial use. The NEPP also aimed to introduce regulatory frameworks to monitor private sector activities and ensure efficient service delivery. However, the policy has struggled to fully meet its objectives due to challenges such as limited power generation capacity, outdated infrastructure, and corruption. High electricity tariffs and inconsistent supply have left many Nigerians disillusioned about the effectiveness of the reforms (Usifo, 2020).

Environmental management policies in Nigeria have aimed to tackle ecological degradation and promote sustainable development. Suleiman (2023) explained that the National Environmental Policy of 1999 was designed to address deforestation, soil

erosion, waste management, and pollution through regulatory frameworks and public sensitization campaigns. The policy included measures to ensure compliance with environmental standards and sought to integrate sustainable practices into industrial and agricultural activities. However, enforcement mechanisms for the policy remain weak, partly due to a lack of funding and insufficient institutional capacity. Additionally, awareness among communities about environmental conservation remains low, undermining efforts to foster widespread participation in sustainable practices. These shortcomings have limited the policy's impact on reversing environmental degradation and promoting long-term sustainability (Salau, 2022).

### **2.3 Challenges Hindering the Successful Implementation of Public Policies**

The formulation stage of public policies in Nigeria often lacks comprehensive research and stakeholder involvement. Shehu (2023) asserted that inadequate consideration of socio-economic realities leads to policies misaligned with the needs of the population. Policies are frequently drafted without proper feasibility studies or consideration of the resources required for their successful execution. This oversight results in overly ambitious objectives and unrealistic timelines that hinder effective implementation. Additionally, the exclusion of local communities and experts during policy creation reduces the likelihood of acceptance and compliance. Policymakers' failure to coordinate also contributes to gaps between policy intentions and outcomes. For instance, many education and healthcare policies remain unimplemented due to poor planning and disjointed strategies, leaving critical societal needs unmet (Chidalu, 2021).

Corruption significantly impedes public policy implementation in Nigeria. Umoh (2023) noted that the misappropriation of public funds and resources often undermines the success of even well-conceived policies. Public officials frequently divert resources for personal gain, leaving little to address the intended goals. Bureaucratic inefficiency, marked by excessive red tape, delays decision-making and obstructs seamless policy execution. The lack of accountability among government officials worsens this problem, creating an environment where impunity thrives. Transparency issues in administrative processes hinder effective monitoring and evaluation of policy progress. Furthermore, corruption erodes public trust, discouraging stakeholders from actively participating in policy implementation. These challenges collectively stifle progress, leading to the failure of many initiatives designed to address critical socio-economic issues (Adamu, 2022).

Frequent political transitions and unstable governance disrupt public policy implementation in Nigeria. Sanni (2023) observed that policies initiated by one administration are often abandoned by its successors, resulting in wasted resources and stalled progress. This lack of continuity discourages long-term investments and undermines public confidence in the government's ability to deliver on promises. Leadership deficiencies, such as a lack of vision, commitment, and accountability among political leaders, exacerbate these challenges. Many leaders prioritize short-term gains over sustainable development, neglecting policies that require consistent attention over time. For example, infrastructure and education policies have suffered from inconsistent

execution, further widening development gaps. Without strong and dedicated leadership, policies are left underfunded, poorly implemented, or completely ignored (Hadiza, 2020).

Insufficient funding is a major obstacle to public policy implementation in Nigeria. Kikelomo (2023) emphasized that the country's over-reliance on oil revenues and poor financial management have left critical sectors underfunded. Resources are often misallocated, with funds diverted to less impactful projects due to political interference or nepotism. This financial mismanagement results in incomplete or abandoned projects, undermining public confidence in government initiatives. Inadequate funding also limits the ability to train personnel or acquire necessary infrastructure to support policies. For instance, healthcare and education reforms often fail due to budgetary constraints, leaving millions of Nigerians without access to essential services. This inefficiency continues to impede the realisation of developmental goals across various sectors (Edeki, 2021).

Socio-cultural factors, including traditional beliefs and resistance to change, hinder policy implementation in Nigeria. Aluko (2023) highlighted that initiatives promoting gender equality, family planning, or healthcare often face opposition from conservative groups. These cultural norms conflict with policy objectives, making it difficult to secure widespread acceptance. Inadequate public sensitisation campaigns exacerbate the problem, as citizens often misunderstand or distrust government initiatives. For example, vaccine hesitancy during public health campaigns highlights

how cultural resistance can derail well-planned policies. Additionally, policymakers often fail to address these socio-cultural barriers during the design phase, leading to implementation challenges. Unless cultural dynamics are integrated into policy frameworks, achieving effective execution will remain a daunting task (Bello, 2020).

Nigeria's weak institutional frameworks are a significant barrier to effective policy implementation. Usman (2023) pointed out that many government agencies lack the infrastructure, capacity, and skilled personnel required to execute policies. Without strong institutions, policies are often implemented haphazardly, with limited oversight or coordination. <sup>13</sup> The absence of effective monitoring and evaluation mechanisms further complicates the situation, as there is no system to track progress or address emerging challenges. Institutions are also highly susceptible to political interference, reducing their autonomy and effectiveness. For example, projects in education and rural development often fail due to poor institutional capacity and accountability. Strengthening these frameworks is essential to ensuring that policies achieve their intended objectives (Wamako, 2020).

#### **2.4 Strategies to Improve the Effectiveness of Public Policy Implementation**

Improving public policy implementation in Nigeria requires robust stakeholder engagement and participation. Tegbe (2023) asserted that involving civil society organisations, community leaders, and the private sector ensures policies align with public needs, fostering relevance and support. This inclusivity creates a sense of

ownership, reducing resistance during execution. Regular town hall meetings, focus groups, and advisory committees can provide valuable insights to policymakers while enhancing transparency and accountability. These forums also bridge communication gaps, ensuring that policies address societal challenges effectively. Furthermore, engaging marginalised groups, such as women and youth, strengthens democratic practices and promotes equity. Such efforts can improve trust in governance and public satisfaction with outcomes, ultimately leading to more effective policy delivery (Zulum, 2021).

Capacity building for policymakers and public officials is essential for improving policy implementation. Kabir (2023) emphasised that equipping government workers with updated skills and knowledge enables them to tackle complex challenges effectively. Training in areas like data analytics, project management, and digital governance can empower public servants to execute policies more efficiently. Moreover, introducing performance metrics to assess and reward exemplary officials ensures sustained motivation. Continuous learning opportunities, such as workshops and leadership development programmes, also address competency gaps, aligning personnel with global standards. This approach must include tailored training for various sectors to ensure policies remain relevant and impactful. A robust system for evaluating public officials' effectiveness can further enhance overall institutional capacity (Dietabuno, 2021).

Adequate funding and effective resource allocation are critical to policy success in Nigeria. Yekini (2022) argued that limited financial resources often undermine well-conceived policies. Governments must prioritise appropriate budgetary allocations, ensuring funds are available for programme execution. Transparent financial management systems are needed to prevent corruption and misuse, safeguarding public confidence in governance. Collaborating with international donors and private investors can supplement funding, while establishing public-private partnerships ensures sustainable project delivery. Proper oversight mechanisms, such as independent audit committees, enhance accountability and reduce financial leakages. Additionally, integrating innovative financing models, like impact bonds and community contributions, can secure necessary resources without over-reliance on government budgets. These strategies strengthen the foundation for impactful and sustainable policies (Abubakar, 2021).

Implementing robust monitoring and evaluation (M&E) frameworks is a proven strategy to enhance policy effectiveness. Nuhu (2021) noted that M&E systems allow policymakers to track progress, identify challenges, and make timely adjustments to improve outcomes. Effective frameworks should include clearly defined performance indicators, data collection tools, and regular evaluation timelines. Incorporating digital technologies, such as Geographic Information Systems (GIS) and analytics software, ensures precision in monitoring. Feedback mechanisms, like citizen reporting platforms, also provide critical insights into policy impact at grassroots levels. Regularly publishing

M&E reports promotes accountability and transparency, encouraging public participation in governance. By institutionalising these systems, the government can ensure continuous improvement in policy processes and outcomes (Tariye, 2020).

Tackling bureaucratic inefficiencies is vital for improving public policy implementation in Nigeria. Maduku (2023) observed that excessive red tape often delays critical decisions, hampering policy outcomes. Simplifying administrative processes through digitalization can significantly enhance efficiency and reduce delays. For example, e-governance platforms enable faster processing of public services, enhancing citizen satisfaction. Decentralising decision-making powers to local governments also ensures that policies are tailored to specific regional needs, enabling quicker responses to societal demands. Additionally, streamlining approval processes and reducing paperwork improves workflow across agencies. Anti-corruption reforms targeting bureaucratic practices are equally important, as they prevent resource mismanagement. Through these measures, governments can eliminate bottlenecks and create a more efficient system for implementing impactful policies (Fashola, 2020).

Political will and leadership commitment are fundamental to successful public policy implementation. Weyinmi (2020) highlighted that proactive and accountable leadership ensures policies are prioritized and executed effectively. Leaders must demonstrate a clear commitment to policy goals through consistent communication and decisive actions. Establishing merit-based systems for appointing officials ensures

competent individuals lead critical initiatives. Furthermore, aligning leadership actions with policy objectives builds credibility and motivates stakeholders to support implementation. Strong leadership also creates an enabling environment for inter-agency collaboration, critical for addressing complex societal issues. To sustain public trust, leaders must embrace transparency and remain responsive to citizen concerns throughout the policy lifecycle. These efforts underscore the transformative role of dedicated leadership in policy success (Tankasi, 2021).

## **2.5 Overview of Edo State Urban Development Board**

The Edo State Urban Development Board plays a pivotal role in shaping the physical landscape and improving urban life in the state. It was established with the mandate of overseeing the development of urban areas within Edo State, ensuring proper planning, and providing sustainable solutions to the challenges of rapid urbanisation. As one of the key agencies of the state government, the Board works to enhance the quality of life for residents through infrastructure development, including roads, sanitation, and housing. According to Ojo (2023), the Board has implemented several projects aimed at modernising urban infrastructure to accommodate growing populations in the state. Additionally, it plays a critical role in controlling urban sprawl and providing solutions for land management, which are essential for urban sustainability in Benin City and other growing urban areas (Amadi, 2020).

The core functions of the Edo State Urban Development Board are centred on urban planning, environmental management, and ensuring the effective use of land within urban areas. One of the key priorities of the Board is to develop comprehensive master plans for urban areas, providing a framework for future development and expansion. By ensuring proper zoning and regulation of land use, the Board seeks to minimize overcrowding, reduce informal settlements, and promote economic development through planned infrastructural growth. According to Jibolu (2021), the Board has successfully implemented various infrastructural projects in Benin City to alleviate the congestion and outdated structures that once characterised the urban centre. Furthermore, the Board is responsible for maintaining the urban environment by enforcing policies on waste management and sanitation, as proper environmental stewardship is crucial in enhancing the health and well-being of urban populations (Usman, 2020).

A significant aspect of the Board's mandate is urban renewal, particularly the transformation of old and dilapidated sections of cities into vibrant, modern areas that meet the needs of the population. Urban renewal initiatives are essential for improving the aesthetic appeal of cities and making them more conducive to business activities and residential living. The Edo State Urban Development Board has been at the forefront of initiatives aimed at revitalising old buildings, enhancing road networks, and improving drainage systems, which are often underdeveloped in older urban districts. As noted by Igbinedion (2022), the Board's urban renewal programme has resulted in the reconstruction of key areas in Benin City, such as the city centre and adjacent

neighbourhoods, making them more accessible and appealing for investors. The role of the Board in managing these renewal projects is critical, as it ensures that development is carried out in a way that integrates both historical preservation and modern functionality (Ajayi, 2023).

In addition to its urban planning responsibilities, the Edo State Urban Development Board plays a crucial role in the provision of affordable housing. As urbanisation increases, the demand for adequate housing has grown exponentially, leading to a pressing need for the Board to address the housing deficit in the state. The Board has been involved in the development of housing schemes designed to provide low-cost housing for low-income earners while also catering to the needs of middle-class families. According to Adeoye (2023), the Board has partnered with private developers to increase the number of affordable housing units in the state, with projects that cater to various income groups. The provision of affordable housing is fundamental to the socio-economic development of the state, as it not only addresses the housing needs of the population but also stimulates local economies by creating jobs in construction, infrastructure, and maintenance (Akinloye, 2022).

The Edo State Urban Development Board's collaboration with other governmental and non-governmental agencies has further strengthened its efforts in tackling urbanisation challenges. These partnerships are essential in ensuring the success of large-scale projects, such as infrastructural development, environmental management,

and urban renewal. The Board works closely with state and federal government agencies, as well as international development organisations, to access funding, expertise, and technical support. As highlighted by Ichippi (2023), the Board's collaboration with the Federal Ministry of Works and Housing has led to the successful completion of several road projects and the establishment of housing estates. Moreover, the Board also seeks to engage with local communities to promote participatory urban planning, ensuring that the voices of residents are heard in the planning and development processes. These partnerships and collaborations have enhanced the Board's ability to effectively address the evolving needs of urban dwellers in Edo State (Ezenagu, 2023).

## 2.6 <sup>45</sup> Theoretical Framework

The study is hinged on the Policy Implementation Theory propounded by Daniel Mazmanian and Paul Sabatier in 1983. Policy Implementation Theory is a framework that explores the mechanisms, processes, and actors involved in putting public policies into action. The theory focuses on how policies, once formulated, are executed in practice. It highlights the roles of various stakeholders such as government agencies, political leaders, and civil servants, as well as the resources and strategies needed to ensure that policy goals are achieved. In the context of Nigeria, where public policy often faces challenges such as inadequate resources, corruption, and political interference, this theory helps explain why some policies succeed while others falter. The theory draws

attention to the importance of coordination, communication, and the capacity of implementers in realizing the intended objectives of policies.

One key aspect of Policy Implementation Theory is the distinction between policy formulation and policy execution. While formulation focuses on designing and drafting policies, implementation is concerned with translating these ideas into concrete outcomes. In Nigeria, this distinction is crucial because many well-designed policies have failed to produce desired results due to poor implementation. For example, despite numerous policies aimed at improving the education and healthcare sectors, inefficiencies in implementation—such as inadequate funding, poor infrastructure, and political interference—have hindered progress. Thus, the theory helps to identify the gap between policy promises and actual outcomes, urging a closer examination of the factors that contribute to implementation failure.

Furthermore, the theory emphasizes the role of political context in shaping policy implementation. In Nigeria, the political environment, marked by frequent changes in government, political instability, and bureaucratic inertia, often affects the execution of public policies. Political elites may prioritize policies based on their political interests, rather than on the merit of the policies themselves. This can lead to selective implementation, where certain policies are given more attention than others. Additionally, bureaucrats and other implementers may lack the necessary incentives or resources to fully implement policies. This dynamic is critical in understanding why

certain policies, particularly in the areas of governance, health, and education, may not achieve their intended goals.

The theory is relevant to the study as it help provides a valuable lens for analyzing the challenges and successes of public policy implementation in Nigeria. It emphasizes the importance of effective communication, coordination, resources, and political will in ensuring that policies produce tangible results. By examining the gap between policy design and execution, as well as the role of political and institutional factors, the theory sheds light on the underlying causes of policy failure in the Nigerian context.

## 26 CHAPTER THREE

### RESEARCH METHODOLOGY

This chapter examines the methodology adopted in carrying out the study. The following were examined; research design, population of study, sample size and sampling technique, sources of the data, validation of the instrument, instrument for data collection and techniques for data analysis.

#### 3.1 Research Design

The research design employed in this study is the descriptive survey design. Descriptive survey research design is a quantitative research approach that aims to provide a comprehensive understanding of a specific population or phenomenon by systematically collecting data on their current conditions, behaviours, or attitudes. This design is deemed appropriate as it allowed the researcher to thoroughly investigate the impact of public policy implementation in Nigeria: A case study of Edo State Urban Development Board, Benin City.

#### 30 3.2 Population of the Study

The population for this study comprises all 317 staff of Edo State Urban Development Board in Benin City, including directors, managers, mid-level officers, and field staff responsible for policy implementation and urban development activities. (Source: Edo State Urban Development Board, 2025).

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### 3.3 Sample Size and Sampling Technique

With the aid of the stratified sampling technique, 25 respondents were selected from each department, resulting in a total sample size of 100 respondents. The sample for this study consist of 100 respondents, which were selected from the staff of the Edo State Urban Development Board in Benin City. To ensure equal representation, respondents were selected from four departments within the Board: Policy and Planning, Urban Development, Field Operations, and Administration.

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### 3.4 Sources of Data

The study utilized both primary and secondary sources of data. The primary data was obtained through the design and administration of questionnaires aimed at gathering information from respondents on impact of public policy implementation. Secondary data, on the other hand, was sourced from archival materials such as books, journals, conference publications, newspapers, and online resources. Primary data provided direct insights specifically aligned with the research objectives, while secondary data offered contextual background, support the interpretation of findings, and validate the study by referencing existing knowledge.

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### 3.5 Validation of the Instrument

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The questionnaire designed for the study was submitted to the project supervisor for review to ensure content validity. Corrections provided by the supervisor were

incorporated into the final version of the instrument before it was administered to the respondents.

### **3.6 Instrument for Data Collection**

The instrument for data collection for the study was a structured questionnaire developed by the researcher. The questionnaire was divided into four sections: A, B, C, and D. Section A focused on key public policies implemented by the Edo State Urban Development Board. Section B gathered information on how the implementation of public policies by the Edo State Urban Development Board impacted urban development in Benin City. Section C ascertained the challenges faced by the Edo State Urban Development Board in implementing public policies effectively, while Section D highlighted strategies that could be adopted to improve the effectiveness of public policy implementation by the Edo State Urban Development Board.

### **3.7 Techniques of Data Analysis**

The data analysis technique encompasses the methods and tools used to process and interpret the information gathered during the study. For this research, the Statistical Package for Social Sciences (SPSS) was used as the primary tool for data analysis. In this study, simple descriptive statistics, such as frequency counts and percentages, were utilized to compute and present the findings. These methods facilitated a clear and understandable summary of the data's characteristics.

## 4 CHAPTER FOUR

### DATA ANALYSIS AND INTERPRETATION

This chapter dealt on the presentation and analysis of the responses to questionnaire by the respondents. The responses are presented using a frequency table distribution, simple percentage and detailed analysis was made accordingly. The data were primarily sourced from the administered questionnaires. A total of one hundred (100) questionnaires were administered to 100 respondents. The 100 questionnaires were returned completely filled. The analysis of data was based on the one hundred (100) questionnaires recovered.

#### 22 4.1 Analysis of Respondents Demographic Data

This section starts with the demographic data of respondents which include gender, age, qualification, years of working experience and departments which are all aimed to give a concise understanding on the impact of public policy implementation in Nigeria: A case study of Edo State Urban Development Board, Benin City.

4 **Table 1: Distribution of Respondents by Gender**

| Gender       | Frequency  | Percentage  |
|--------------|------------|-------------|
| Male         | 39         | 39%         |
| Female       | 61         | 61%         |
| <b>Total</b> | <b>100</b> | <b>100%</b> |

Source: Field Work, 2025

Table 1 shows the distribution of respondents according to gender. As shown in the table above, male respondents are 39 which constitutes 39% while female respondents are 61 representing 61%. This indicates that majority of the respondents were females.

**Table 2: Distribution of Respondents by Age**

| Age Range          | Respondents | Percentages |
|--------------------|-------------|-------------|
| 18-25              | 17          | 17%         |
| 26-35              | 51          | 51%         |
| 36-45              | 9           | 21%         |
| 46 years and above | 11          | 11%         |
| <b>Total</b>       | <b>100</b>  | <b>100%</b> |

Source: Field Work, 2025

Table 2 shows that 17% of the respondents fall within the 18-25 age range, representing the youngest group in the study. The largest proportion, 51%, is in the 26-35 age range. The 36-45 age group accounts for 21%, while those aged 46 years and above make up the smallest category at 11%. This distribution highlights a predominantly youthful sample, with a significant concentration in the 26-35 age bracket.

**Table 3: Distribution of Respondents by Qualifications**

| Qualifications  | Respondents | Percentages |
|-----------------|-------------|-------------|
| SSCE            | 11          | 11%         |
| OND             | 23          | 23%         |
| HND/B.Sc.       | 57          | 57%         |
| B.Sc. and above | 9           | 9%          |
| <b>Total</b>    | <b>100</b>  | <b>100%</b> |

Source: Field Work, 2025

Table 3 shows that 11% of the respondents hold an SSCE qualification, representing the least educational attainment in the study. The majority, 57%, possess an HND/B.Sc., indicating that most respondents have a higher education degree. Those with an OND

qualification make up 23%, while the smallest group, 9%, have an M.Sc. or higher. This distribution highlights a well-educated sample, with the largest concentration at the HND/B.Sc. level.

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**Table 4: Distribution of Respondents by Years of Working Experience**

| Years              | Respondents | Percentages |
|--------------------|-------------|-------------|
| 0-5yrs             | 27          | 27%         |
| 5-10yrs            | 53          | 53%         |
| 11-15yrs           | 13          | 13%         |
| 15 years and above | 7           | 7%          |
| <b>Total</b>       | <b>100</b>  | <b>100%</b> |

Source: Field Work, 2025

Table 4 shows that 27% of the respondents have 0-5 years of working experience. The majority, 53%, have 5-10 years of experience, indicating that most respondents have a moderate level of work experience. Those with 11-15 years of experience account for 13%, while the smallest group, 7%, have 15 years or more. This distribution highlights a workforce with a significant concentration in the 5-10 years experience range.

**Table 5: Distribution of Respondents by Departments/Units**

| Departments/Units   | Respondents | Percentages |
|---------------------|-------------|-------------|
| Policy and Planning | 25          | 25%         |
| Urban Development   | 25          | 25%         |
| Field Operations    | 25          | 25%         |
| Administration      | 25          | 25%         |
| <b>Total</b>        | <b>100</b>  | <b>100%</b> |

Source: Field Work, 2025

Table 5 shows an equal distribution of respondents across all departments/units. Policy and Planning, Urban Development, Field Operations, and Administration each account for 25% of the respondents. This even distribution indicates a balanced representation of perspectives from all key departments in the study.

#### 4.2 Analysis of Findings

##### Objective One: To Examine the Key Public Policies Implemented by the Edo State Urban Development Board in Benin City

**Table 6:** Distribution of Responses on Key Public Policies Implemented by the Edo State Urban Development Board in Benin City

| S/N | Items   | Total No of respondents | Strongly Agree | Agree       | Disagree    | Strongly Disagree |
|-----|---|-------------------------|----------------|-------------|-------------|-------------------|
| 1.  | Land use and zoning regulations constitute a key policy implemented by the Edo State Urban Development Board    | 100                     | 52<br>(52%)    | 33<br>(33%) | 9<br>(9%)   | 6<br>(6%)         |
| 2.  | Urban renewal and redevelopment constitute a key policy implemented by the Edo State Urban Development Board    | 100                     | 47<br>(47%)    | 38<br>(38%) | 11<br>(11%) | 4<br>(4%)         |
| 3.  | Affordable housing development constitute a key policy implemented by the Edo State Urban Development Board     | 100                     | 27<br>(27%)    | 59<br>(59%) | 6<br>(6%)   | 8<br>(8%)         |
| 4.  | Environmental protection policies constitute a key policy implemented by the Edo State Urban Development Board  | 100                     | 61<br>(61%)    | 28<br>(28%) | 6<br>(6%)   | 5<br>(5%)         |
| 5.  | Flood control and drainage systems constitute a key policy implemented by the Edo State Urban Development Board | 100                     | 44<br>(44%)    | 31<br>(31%) | 11<br>(11%) | 14<br>(14%)       |

Source: Field Work, 2025

Table 6 presents the distribution of responses on key public policies implemented by the Edo State Urban Development Board in Benin City. Regarding item 1, land use and zoning regulations were widely recognized as a key policy, with a majority of respondents (52%) strongly agreeing and 33% agreeing, while only 9% disagreed and 6% strongly disagreed, showing that 85% of respondents affirmed its implementation. In item 2, urban renewal and redevelopment also received significant acknowledgment, as 47% strongly agreed and 38% agreed, while only 11% disagreed and 4% strongly disagreed, indicating that 85% of respondents identified this as a key policy. For item 3, affordable housing development had a relatively lower level of strong agreement (27%), but a substantial 59% agreed, while only 6% disagreed and 8% strongly disagreed, suggesting that 86% of respondents considered this a policy priority. In item 4, environmental protection policies received the highest level of approval, with 61% strongly agreeing and 28% agreeing, while just 6% disagreed and 5% strongly disagreed, revealing that 89% of respondents affirmed its importance. Lastly, item 5, which addresses flood control and drainage systems, had the lowest level of consensus, with 44% strongly agreeing and 31% agreeing, while 11% disagreed and a notable 14% strongly disagreed, indicating that 75% of respondents recognized its implementation, though with a higher level of skepticism. Overall, the responses suggest strong support for the policies of the Edo State Urban Development Board, particularly in the areas of environmental protection, land use regulation, and urban renewal, while flood control policies received relatively less agreement.

**Objective Two: To Find out How the Implementation of Public Policies by the Edo State Urban Development Board Impacted Urban Development in Benin City**

**Table 7:** Distribution of Responses on how the Implementation of Public Policies by the Edo State Urban Development Board Impacted Urban Development in Benin City

| S/N | Items  | Total No of respondents | Strongly Agree | Agree       | Disagree    | Strongly Disagree |
|-----|--|-------------------------|----------------|-------------|-------------|-------------------|
| 1.  | Policies implemented by the Board have enhanced access to better housing for people in the state                                 | 100                     | 62<br>(62%)    | 26<br>(26%) | 8<br>(8%)   | 4<br>(4%)         |
| 2.  | The Board's policy implementation improved road infrastructure in Benin City   | 100                     | 59<br>(59%)    | 31<br>(31%) | 3<br>(3%)   | 7<br>(7%)         |
| 3.  | Edo State Urban Development Board's policies contributed to better sanitation in urban areas                                     | 100                     | 48<br>(48%)    | 37<br>(37%) | 9<br>(9%)   | 6<br>(6%)         |
| 4.  | Policies adopted by Edo State Urban Development Board has addressed issues of overcrowding and poor urban planning in Benin City | 100                     | 53<br>(53%)    | 36<br>(36%) | 3<br>(3%)   | 8<br>(8%)         |
| 5.  | the quality of life for residents improved due to the Board's policy implementation  | 100                     | 46<br>(46%)    | 29<br>(29%) | 13<br>(13%) | 12<br>(12%)       |

**Source: Field Work, 2025**

Table 7 presents respondents' views on how the implementation of public policies by the Edo State Urban Development Board has impacted urban development in Benin City. Regarding item 1, a significant majority (62%) strongly agreed and 26% agreed that the Board's policies have enhanced access to better housing, while only 8% disagreed and

4% strongly disagreed, indicating that 88% of respondents recognized housing improvements as a key outcome. In item 2, road infrastructure development was widely acknowledged, with 59% strongly agreeing and 31% agreeing, while only 3% disagreed and 7% strongly disagreed, suggesting that 90% of respondents affirmed the positive impact of policy implementation on road infrastructure. For item 3, sanitation improvements were noted, as 48% strongly agreed and 37% agreed, whereas 9% disagreed and 6% strongly disagreed, showing that 85% of respondents believed policies contributed to better urban sanitation. In item 4, policies addressing overcrowding and poor urban planning were recognized, with 53% strongly agreeing and 36% agreeing, while only 3% disagreed and 8% strongly disagreed, indicating that 89% of respondents viewed these policies as effective in improving urban planning. Lastly, in item 5, the impact of policy implementation on residents' quality of life received slightly lower consensus, as 46% strongly agreed and 29% agreed, while 13% disagreed and 12% strongly disagreed, showing that 75% of respondents believed urban policies enhanced the overall quality of life, although with more skepticism compared to other areas. Overall, the responses suggest that the implementation of public policies by the Edo State Urban Development Board has positively influenced urban development, particularly in housing, road infrastructure, sanitation, and urban planning, though some respondents expressed reservations about improvements in quality of life.

**Objective Three: To Ascertain the Challenges faced by the Edo State Urban Development Board in Implementing Public Policies Effectively**

**Table 8:** Distribution of Responses on Challenges faced by the Edo State Urban Development Board in Implementing Public Policies Effectively

| S/N | Items   | Total No of respondents | Strongly Agree | Agree       | Disagree    | Strongly Disagree |
|-----|---|-------------------------|----------------|-------------|-------------|-------------------|
| 1.  | Inadequate funding is a challenge for the Board in implementing policies                        | 100                     | 47<br>(47%)    | 38<br>(38%) | 8<br>(8%)   | 7<br>(7%)         |
| 2.  | Political interference a barrier to effective policy implementation by the Board                | 100                     | 69<br>(69%)    | 22<br>(22%) | 3<br>(3%)   | 6<br>(6%)         |
| 3.  | Edo State Urban Development Board faces resistance from the public during policy implementation | 100                     | 44<br>(44%)    | 29<br>(29%) | 11<br>(11%) | 16<br>(16%)       |
| 4.  | Edo State Urban Development Board face challenges in enforcing urban development regulations    | 100                     | 71<br>(71%)    | 21<br>(21%) | 5<br>(5%)   | 3<br>(3%)         |
| 5.  | Lack of skilled personnel affects the Board's ability to implement policies effectively         | 100                     | 57<br>(57%)    | 29<br>(29%) | 6<br>(6%)   | 8<br>(8%)         |

**Source: Field Work, 2025**

Table 8 presents the distribution of responses on the challenges faced by the Edo State Urban Development Board in implementing public policies effectively. Regarding item 1, inadequate funding was identified as a significant challenge, with 47% of respondents

strongly agreeing and 38% agreeing, while only 8% disagreed and 7% strongly disagreed, indicating that 85% of respondents acknowledged funding constraints as a major issue. In item 2, political interference was recognized as a key barrier, with the highest level of strong agreement (69%) and 22% agreeing, while only 3% disagreed and 6% strongly disagreed, showing that 91% of respondents perceived political influence as a hindrance to effective policy implementation. Item 3 highlights public resistance to policies, where 44% strongly agreed and 29% agreed, whereas 11% disagreed and 16% strongly disagreed, suggesting that while 73% of respondents acknowledged this challenge, there was a higher level of disagreement compared to other issues. In item 4, difficulties in enforcing urban development regulations were widely acknowledged, as 71% strongly agreed and 21% agreed, while only 5% disagreed and 3% strongly disagreed, indicating that 92% of respondents saw regulatory enforcement as a major challenge. Lastly, in item 5, the lack of skilled personnel was recognized as an obstacle, with 57% strongly agreeing and 29% agreeing, while only 6% disagreed and 8% strongly disagreed, showing that 86% of respondents believed staffing issues affected policy implementation. Overall, the responses suggest that political interference and enforcement difficulties pose the most significant challenges for the Edo State Urban Development Board, followed by inadequate funding, a shortage of skilled personnel, and public resistance.

**Objective Four: To Highlight Strategies that can be Adopted to Improve the Effectiveness of Public Policy Implementation by the Edo State Urban Development Board**

**Table 8:** Distribution of Responses on Strategies that can be Adopted to Improve the Effectiveness of Public Policy Implementation by the Edo State Urban Development Board

| S/N | Items   | Total No of respondents | Strongly Agree | Agree       | Disagree  | Strongly Disagree |
|-----|---|-------------------------|----------------|-------------|-----------|-------------------|
| 1.  | The government should allocate more funding to support the Board's activities   | 100                     | 73<br>(73%)    | 22<br>(22%) | 3<br>(3%) | 2<br>(2%)         |
| 2.  | Engaging the public in the policymaking process would enhance implementation  | 100                     | 66<br>(66%)    | 24<br>(24%) | 6<br>(6%) | 4<br>(4%)         |
| 3.  | The Board should provide more training and capacity-building programmes for its staff                                       | 100                     | 71<br>(71%)    | 22<br>(22%) | 4<br>(4%) | 3<br>(3%)         |
| 4.  | Stricter enforcement measures should be put in place to ensure compliance with the Board's policies                         | 100                     | 54<br>(54%)    | 36<br>(36%) | 4<br>(4%) | 6<br>(6%)         |
| 5.  | The Board should collaborate more with other government agencies and private organizations to improve policy implementation | 100                     | 78<br>(78%)    | 16<br>(16%) | 4<br>(4%) | 2<br>(2%)         |

Source: Field Work, 2025

Table 8 presents the distribution of responses on strategies that can be adopted to improve the effectiveness of public policy implementation by the Edo State Urban Development Board. In item 1, the majority of respondents (73%) strongly agreed that increased government funding is crucial for the Board's effectiveness, with 22% agreeing, while only 3% disagreed and 2% strongly disagreed, indicating that 95% of respondents

supported this strategy. Item 2 highlights the importance of public engagement in policymaking, with 66% strongly agreeing and 24% agreeing, whereas 6% disagreed and 4% strongly disagreed, showing that 90% of respondents believe public involvement would enhance implementation. Regarding item 3, 71% strongly agreed and 22% agreed that more training and capacity-building programs for staff would improve effectiveness, while just 4% disagreed and 3% strongly disagreed, meaning 93% of respondents supported this initiative. In item 4, stricter enforcement measures received 54% strong agreement and 36% agreement, while 4% disagreed and 6% strongly disagreed, showing that 90% of respondents saw compliance enforcement as necessary for better policy implementation. Lastly, item 5 shows that 78% of respondents strongly agreed and 16% agreed that collaboration with other government agencies and private organizations is vital, while only 4% disagreed and 2% strongly disagreed, making this the most widely supported strategy at 94%. Overall, the results indicate strong support for increased funding, training programs, stricter enforcement, public engagement, and inter-agency collaboration as key strategies for improving the effectiveness of public policy implementation by the Edo State Urban Development Board.

4

#### **4.3 Discussion of Findings**

Findings from the study revealed that the key public policies implemented by the Edo State Urban Development Board in Benin City include land use and zoning regulations, urban renewal and redevelopment, affordable housing development, environmental protection and flood control and drainage systems. It could be seen from

the analysis of data that the key public policies implemented by the Edo State Urban Development Board in Benin City are driven by the need to promote organized urban growth, ensure sustainable land use, improve housing accessibility, enhance environmental protection, and mitigate flooding, all aimed at fostering a well-structured, livable, economically viable, resilient, and environmentally sustainable city for present and future generations. This findings is in line with Ojo (2023) who asserted that as one of the key agencies of the state government, the Edo State Urban Development Board works to enhance the quality of life for residents through infrastructure development, including roads, sanitation, and housing

<sup>12</sup> Findings from the study shows that the implementation of public policies by the Edo State Urban Development Board has positively influenced urban development, particularly in housing, road infrastructure, sanitation, and urban planning. This finding can be attributed to the effective execution of public policies by the Edo State Urban Development Board, which has led to advancements in housing, road networks, sanitation, and city planning. These improvements reflect structured governance and strategic resource allocation. This findings is in agreement with Amadi (2020) who asserted that the Edo State Urban Development Board plays a critical role in controlling urban sprawl and providing solutions for land management, which are essential for urban sustainability in Benin City and other growing urban areas

Findings from the study indicated that the challenges faced by the Edo State Urban Development Board in implementing public policies effectively include inadequate funding, political interference, resistance from the public, and lack of skilled personnel. This finding can be attributed to financial constraints, political influence, public reluctance, and workforce limitations, which hinder the smooth execution of policies. Insufficient resources affect project sustainability, while external pressures may lead to inconsistent decision-making. In support of the findings, Usman (2020) opined that inadequate funding constitute a major challenge to the implementation of public policies.

<sup>52</sup> Findings from the study revealed that some of the <sup>3</sup> strategies that can be adopted to improve the effectiveness of public policy implementation by the Edo State Urban Development Board include increased funding, training programmes, stricter enforcement, public engagement, and inter-agency collaboration. This finding can be attributed to the need for adequate resources, capacity building, regulatory strength, community involvement, and coordinated efforts. Increased funding ensures project sustainability, while training enhances staff competence. Stricter enforcement promotes compliance, public engagement fosters support, and collaboration among agencies improves efficiency in policy execution. In line with the findings, Ichippi (2023) asserted that the Edo State Urban Development Board's collaboration with other governmental and non-governmental agencies has further strengthened its efforts in tackling urbanization challenges.

## 10 CHAPTER FIVE

### SUMMARY, CONCLUSION AND RECOMMENDATIONS

This section presents a summary of the study, the conclusions derived, the findings obtained, and the recommendations provided.

#### 22 5.1 Summary

The study investigated the impact of public policy implementation in Nigeria, using the Edo State Urban Development Board as a case study. To achieve the purpose of the study, four (4) research questions were raised and answered. The sample size for the study was made up of 100 respondents. The researcher used descriptive survey research design in building up this project work. An analysis of data was done using the statistical package for social sciences (SPSS). Simple descriptive statistics such as frequency count and simple percentage were used in presenting the findings of the research.

The study revealed that the key public policies implemented by the Edo State Urban Development Board in Benin City include land use and zoning regulations, urban renewal and redevelopment, affordable housing development, environmental protection and flood control and drainage systems. It could be seen from the analysis of data that the key public policies implemented by the Edo State Urban Development Board in Benin City are driven by the need to promote organized urban growth, ensure sustainable land use, improve housing accessibility, enhance environmental protection, and mitigate

flooding, all aimed at fostering a well-structured, livable, economically viable, resilient, and environmentally sustainable city for present and future generations.

<sup>49</sup> The study also revealed that the implementation of public policies by the Edo State Urban Development Board has positively influenced urban development, particularly in housing, road infrastructure, sanitation, and urban planning. This finding can be attributed to the effective execution of public policies by the Edo State Urban Development Board, which has led to advancements in housing, road networks, sanitation, and city planning. These improvements reflect structured governance and strategic resource allocation.

It was further seen from the study that the challenges faced by the Edo State Urban Development Board in implementing public policies effectively include inadequate funding, political interference, resistance from the public, and lack of skilled personnel. This finding can be attributed to financial constraints, political influence, public reluctance, and workforce limitations, which hinder the smooth execution of policies. Insufficient resources affect project sustainability, while external pressures may lead to inconsistent decision-making. Public opposition often arises from inadequate awareness or conflicting interests, and a shortage of skilled personnel reduces efficiency in policy enforcement and urban management.

The study also shows that some of the <sup>3</sup> strategies that can be adopted to improve the effectiveness of public policy implementation by the Edo State Urban Development

Board include increased funding, training programmes, stricter enforcement, public engagement, and inter-agency collaboration. This finding can be attributed to the need for adequate resources, capacity building, regulatory strength, community involvement, and coordinated efforts. Increased funding ensures project sustainability, while training enhances staff competence. Stricter enforcement promotes compliance, public engagement fosters support, and collaboration among agencies improves efficiency in policy execution.

## 5.2 <sup>10</sup> Conclusion

Based on the findings of the study, the researcher concluded that the implementation of public policies by the Edo State Urban Development Board has positively influenced urban development, particularly in housing, road infrastructure, sanitation, and urban planning. It was concluded that the challenges faced by the Edo State Urban Development Board in implementing public policies effectively include inadequate funding, political interference, resistance from the public, and lack of skilled personnel. The findings reveal that some of the <sup>3</sup> strategies that can be adopted to improve the effectiveness of public policy implementation by the Edo State Urban Development Board include increased funding, training programmes, stricter enforcement, public engagement, and inter-agency collaboration.

### 5.3 Recommendations

Based on the findings and conclusion drawn, the following recommendations were put forward:

1. The Edo State government should allocate more financial resources to the Urban Development Board to facilitate the effective implementation of public policies. Adequate funding will ensure the completion of infrastructure projects, improved urban planning, and better service delivery.
2. Regular training and capacity-building programmes should be organized for staff members of Edo State Urban Development Board to equip them with the necessary technical skills and knowledge required for efficient policy implementation. This will help address the challenge of a lack of skilled personnel.
3. The Edo State Urban Development Board should enhance its public awareness efforts through sensitization campaigns and stakeholder consultations to reduce public resistance to urban development policies. Engaging community members in the policy process will foster cooperation and compliance.
4. Measures should be put in place to reduce political interference in Edo State Urban Development Board projects. The government should establish a legal framework that protects policy implementation from political influence to ensure consistency and effectiveness in urban planning initiatives.

5. The Edo State Urban Development Board should strengthen collaboration with relevant agencies such as the Ministry of Environment, Ministry of Works, and local government councils to ensure a coordinated approach to urban development.

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**DEPARTMENT OF PUBLIC ADMINISTRATION**  
**FACULTY OF SOCIAL SCIENCES**  
**UNIVERSITY OF BENIN, BENIN CITY**

**QUESTIONNAIRE**

Dear Respondent,

The questionnaire is for the purpose of investigating the “**Impact of Public Policy Implementation in Nigeria: A Case Study of Edo State Urban Development Board, Benin City**”. Kindly fill it as appropriate. Your information will be treated confidentially.

Thank you for your time.

**DEMOGRAPHIC DATA**

Please tick the option you consider appropriate and fill in blank spaces

Gender: Male ( ) Female ( )

Age: 18-25yrs ( ) 26-35yrs ( ) 36-45yrs ( ) 46 years and above ( )

Qualification: Secondary School Certificate ( ) Diploma/OND ( ) Bachelor’s Degree/HND ( ) Master’s Degree and above ( )

Years of Work Experience in the Board: Less than 5 years ( ) 5–10 years ( ) 11–15 years ( ) More than 15 years ( )

Department/Unit: Policy and Planning ( ) Urban Development ( ) Field Operations ( ) Administration ( )

**SECTION A: KEY PUBLIC POLICIES IMPLEMENTED BY THE EDO STATE  
URBAN DEVELOPMENT BOARD**

| S/N | Key Public Policies Implemented by the Edo State Urban Development Board                                     | SA | A | D | SD |
|-----|--|----|---|---|----|
| 1.  | Land use and zoning regulations constitute a key policy implemented by the Edo State Urban Development Board |    |   |   |    |

|    |   |  |  |  |  |
|----|---|--|--|--|--|
| 2. | Urban renewal and redevelopment constitute a key policy implemented by the Edo State Urban Development Board    |  |  |  |  |
| 3. | Affordable housing development constitute a key policy implemented by the Edo State Urban Development Board     |  |  |  |  |
| 4. | Environmental protection policies constitute a key policy implemented by the Edo State Urban Development Board  |  |  |  |  |
| 5. | Flood control and drainage systems constitute a key policy implemented by the Edo State Urban Development Board |  |  |  |  |

**SECTION B: IMPACT OF PUBLIC POLICIES BY THE EDO STATE URBAN DEVELOPMENT BOARD ON URBAN DEVELOPMENT IN BENIN CITY**

| <b>S/N</b> | <b>Impact of Public Policies on Urban Development in Benin City</b>  | <b>SA</b> | <b>A</b> | <b>D</b> | <b>SD</b> |
|------------|--|-----------|----------|----------|-----------|
| 6.         | Policies implemented by the Board have enhanced access to better housing for people in the state                                 |           |          |          |           |
| 7.         | The Board's policy implementation improved road infrastructure in Benin City   |           |          |          |           |
| 8.         | Edo State Urban Development Board's policies contributed to better sanitation in urban areas                                     |           |          |          |           |
| 9.         | Policies adopted by Edo State Urban Development Board has addressed issues of overcrowding and poor urban planning in Benin City |           |          |          |           |
| 10.        | the quality of life for residents improved due to the Board's policy implementation  |           |          |          |           |

**SECTION C: CHALLENGES FACED BY THE EDO STATE URBAN DEVELOPMENT BOARD IN IMPLEMENTING POLICIES**

| <b>S/N</b> | <b>Challenges Faced by the Edo State Urban Development Board in Implementing Policies</b>       | <b>SA</b> | <b>A</b> | <b>D</b> | <b>SD</b> |
|------------|---|-----------|----------|----------|-----------|
| 11.        | Inadequate funding is a challenge for the Board in implementing policies                        |           |          |          |           |
| 12.        | Political interference a barrier to effective policy implementation by the Board                |           |          |          |           |
| 13.        | Edo State Urban Development Board faces resistance from the public during policy implementation |           |          |          |           |
| 14.        | Edo State Urban Development Board face challenges in enforcing urban development regulations    |           |          |          |           |
| 15.        | Lack of skilled personnel affects the Board's ability to implement policies effectively         |           |          |          |           |

**SECTION D: STRATEGIES TO IMPROVE PUBLIC POLICY IMPLEMENTATION BY EDO STATE URBAN DEVELOPMENT BOARD**

| <b>S/N</b> | <b>Strategies to Improve Public Policy Implementation by the Board</b>  | <b>SA</b> | <b>A</b> | <b>D</b> | <b>SD</b> |
|------------|---|-----------|----------|----------|-----------|
| 16.        | The government should allocate more funding to support the Board's activities   |           |          |          |           |
| 17.        | Engaging the public in the policymaking process would enhance implementation  |           |          |          |           |
| 18.        | The Board should provide more training and capacity-building programmes for its staff                                       |           |          |          |           |
| 19.        | Stricter enforcement measures should be put in place to ensure compliance with the Board's policies                         |           |          |          |           |
| 20.        | The Board should collaborate more with other government agencies and private organizations to improve policy implementation |           |          |          |           |

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