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Bad Governance in Revenue Generating Agencies: The bane of Nigeria's Development

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Abstract

Nigeria, commonly called the giant of Africa, has faced significant developmental challenges due to poor governance. Despite attaining independence 62 years ago, Nigeria has yet to catch up with other nations in several developmental spheres. This research examines the effect of maladministration on five institutions entrusted with revenue generation and its impact on Nigeria's slow developmental pace. Although Nigeria has commendable policies, their execution could have been more effective if not due to the lack of political will and commitment. Moreover, corrupt officials continue to evade punishment, further exacerbating the situation. The research, which relied on primary and secondary sources using the doctrinal approach, reveals that institutional corruption remains one of the most significant obstacles to Nigeria's progress. The paper recommends implementing checks and balances and enforcing the law by punishing corrupt government officials, a practice common in developed nations

Keywords: Bad governance, Good governance, Bane of Nigeria's development, Revenue generating agencies

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1. Introduction

Bad governance or ineffective administration of revenue-generating agencies has stalled Nigeria's development. Nigeria has good policies introduced by different governments that have been in power since its independence on 1 October 1960. These policies are embedded in the various enabling laws setting up these revenue-generating agencies. However, the institutionalisation of corruption and lack of political will and commitment to implement such policies, among other things, have made it difficult for Nigeria to realise the desired results.

Nigeria has many revenue-generating agencies such as the Central Bank of Nigeria (CBN), the NigerianNational Petroleum Corporation (NNPC), the Federal Inland Revenue Service (FIRS), the Nigeria Ports Authority (NPA), Economic and Financial Crimes Commission (EFCC). Others include the Nigeria Shippers Council (NSC), Nigeria’s Communication Commission (NCC), Nigeria Customs Service (NCS), the Nigerian Maritime Administration and Safety Agency (NIMASA), the National Agency for Food and Drug Administration and Control (NAFDAC) and the Joint Admission and Matriculation Board (JAMB) among others. Only five of these will be reviewed in this study.

The paper intends to determine how these revenue agencies' poor performance has negatively impacted Nigeria's economy. The research has selected five revenue-generating agencies because they represent five sectors of the economy: oil, transportation, immigration, and education. Specifically, the NNPC was chosen because Nigeria is not just one of the oil-producing countries in the World but is arguably the largest in Africa as of 2021. However, in 2022, Angola, which used to follow Nigeria closely, was reportedly overtaking the latter. In the year of assessment, while Nigeria reportedly produced 1.02 million barrels per day (bpd), Angola's production stands at 1.16 million bpd. This figure is anticipated to increase due to the country's ongoing policy reforms. The NCS was chosen based on its history of harbouring corrupt officials.

On the other hand, NPA is a Federal Government Authority that governs and operates the Ports in Nigeria. Its operations are carried out under the supervision of the Federal Ministry of Transportation in collaboration with other government agencies. The NPA is notorious for corrupt practices that have negatively impacted the effective operations of the reviewed revenue-generating agencies, including the NRC, which has been in the limelight for some time because of failures in rehabilitation projects.

Lastly, the JAMB was selected as an example of a success story, indicating that Nigeria can get it right with exemplary leadership. JAMB began impressive revenue remittance when the examination body's leadership was changed in 2016. So far, JAMB has recorded a 50-billion-naira surplus in six years of the current Registrar's administration. According to Olatunji (2022), the JAMB Registrar, Professor Ishaq Oloyede, ruled out exploitation during revenue generation. Critics believe that the examination body should be open to generating Revenue for the

Government. However, it is to the Registrar's credit that a considerable amount of Revenue has been generated within six years, in contrast to about 52 million Naira, which was the cumulative return for the previous 40 years of the operations of the Board. According to the Registrar, the N50 billion-naira surplus was recorded under his supervision due to the adopted measures on "cost control, the prevention of financial leakages and minimisation of financial corruption.''

The paper reviewed five of Nigeria's many revenue-generating agencies to address the following research questions: What is the cause of bad governance in revenue-generating institutions in Nigeria? What are the effects of bad governance on revenue-generating agencies in Nigeria? How can lousy governance be tackled in Nigeria? The paper made some recommendations for salvaging Nigeria from its deep financial mess.

2. Theoretical Framework

The paper is premised on the concept that bad governance of revenue agencies is the cause of Nigeria's underdevelopment despite decades of independence. It is because the funds that should have been spent on the country's development are embezzled by a few individuals with impunity. The framework of good governance agenda theory is based on the concept that governance is one of the significant factors influencing the growth of a country's economy (Eke et al., 2019). The theory hinges on the idea that the ability of a government to formulate the right policies for market conditions will inadvertently determine the rate and nature of the economy's growth (Khan, 2013). The theory implies that a nation's development relies on its Government's ability and effectiveness. A study by Beyene et al. (2022) in sub-Saharan Africa found that the composite governance index had a high positive impact on the growth of an economic sector despite other negative impacts.

This theory is quite relevant to the current study. Poor governance in these agencies has severely affected Nigeria's economic growth. The revenues generated by these agencies should have been utilised to provide infrastructure; instead, they are embezzled by corrupt revenue officials, thus limiting the nation's economic growth. Mismanagement of these public resources inadvertently leads to poor market conditions and, thus, poor economic growth. However, one central area for improvement in the theory of good governance agenda is the need for a provision or a model framework highlighting specific roles of the Government (Andrews, 2008). The theory only tells us the correct type of governance but needs to provide a systematic guide to achieving good governance. The growth of an economy is necessary to enhance good governance, which is, in turn, needed to promote growth (Mahran, 2022; Sundaram & Chowdhury, 2012). Economic growth and governance are interdependent and complement each other; this contrasts with what is suggested by the theory of good governance, which is that economic growth is dependent on governance.

Another theory that guided the current study is the economic theory of corruption. The theory highlights how public officials' misuse of power can impact a society's development (Abed, 2002). This theory has gone further from the good governance theory by focusing on how public officials can negatively impact economic growth by misappropriating public resources. The inability of revenue officials to distinguish between public and private resources inevitably leads to appropriating public resources for private benefit. However, one weakness of this theory is its failure to highlight that corruption traverses a broader spectrum over and above individuals and officials but extends to an institutional or organisational structure (Thompson, 2018). The in-built corrupt culture of some agencies is closely and inherently connected to legitimate institutional practices, so much so that some revenue officials commit corrupt practices unwittingly.

3. Literature Review

Literature relevant to the current study includes a work by Kaufmann et al. (2010) that considers good governance a fundamental ingredient of sustained economic development. However, Kaufmann et al. (Ibid) observe that even though the concept of governance has fuelled heated political debates among policymakers and intellectual discussion among scholars, there has yet to be a consensus on the definition of governance or institutional quality. Various authors and organisations have diverse views on the terminology. The World Bank's Worldwide Governance Indicators World Development Report defines governance as

> The traditions and institutions by which authority in a country is exercised. It includes the process by which governments are selected, monitored, and replaced; the capacity of the Government to effectively formulate and implement sound policies; and the respect of citizens and the state for the institutions that govern economic and social interaction among them (Kaufmann et al., 2010, p. 4).

According to Khan (2013), most economists agree that governance is one of the critical factors determining a country's growth prospects. Yagboyaju and Akinola (2019) examined the factors militating against promoting public good and effective service delivery in Nigeria and concluded that governance is in crisis in Nigeria. Rafindadi (2018) identified poor public financial management as a significant problem affecting Nigeria's development in another study. Elsewhere, Coker and George Genyi, adopting the U.N. Report (1977), focused on 'bad governance' rather than on good governance, which attracts the research interest of most scholars; they consider governance as a panacea for maintaining peace, security, and sustainable development (Coker & Genyi, 2014). A study by Owoye and Bissessar (2014) considers bad governance an institutional failure in most African countries, driving talents away from the continent. In addition, as observed by Dahida (2013), corruption is widespread in Nigeria not because Nigerians are different from people in other parts of the World but because society condones corruption. Identifying some reasons for the persistent current trend in Nigeria, Dahida has this to say,

> Leadership styles that encourage corruption at all levels and the motivation to earn income from among the civil servants are relatively stronger, exacerbated by poverty, under-employment, and low wages. Accountability is generally weak in Nigeria, and

> political competition and civil liberties are often restricted. Laws and principles of ethics in Government need to be better developed, and the legal institutions charged with enforcing them (ICPC and EFCC) must be prepared. Corruption has contributed significantly to Nigeria's backwardness and failure of good governance. The country has not been able to implement policies which promote good governance and facilitate the development and success of the democratic process (Dahida, 2013, p. 76).

A comprehensive and acceptable definition of' corruption' is needed. However, corruption has been used to describe conduct that reflects the abuse of public office for private gains. The notion of corruption as the abuse of public power for private gain could conflict with the obligation to exercise power for public interest and to exercise or use power for self-interest or private gain (Rose, 2018).

As noted by Dahida and Akangbe (2013), despite Nigeria's vast resources, high (political corruption) and low levels (bureaucratic corruption) and gross mismanagement of the country's resources have plunged the nation into economic stagnation. In the words of Osadeke et al. (2015), 'corruption has negatively affected the lives of Nigerians and has eaten deep into the fabrics of the Nigerian Government, the public and private sectors, governmental and non-governmental institutions.' All these cited scholars confirm that corruption is a development barrier in Nigeria and other parts of the World.

In Nigeria, the following have been identified as the causes of bad governance: weak accountability, political competition, restriction of civil liberties laws and principles of ethics in Government, which are poorly developed, and the ill-preparedness of the legal instruments charged with enforcing them. As Shehu (2006) and Kaufman (2000) argued, corruption exists within specific conditions in any society; although it is not peculiar, it is more prevalent in developing countries.

In his analysis, Gyimah observes, '…corruption means different things to different people depending on the individual's cultural background, discipline and political leaning" (Gyimah, 2002, p. 186). According to Shehu, corruption is insidious, often involving bribery and extortion cases; the giver and the taker are unwilling to reveal the occurrence of corruption (Shehu, 2006). If corruption is a complex phenomenon, then a proper understanding of its impact must not only focus on the perpetrators but also on the specific conditions in which it occurs. Shehu (Ibid) believes that corruption can be categorised as grand or petty corruption, which is more prevalent in societies with weak compliance with the rule of law. Corruption can also be passive or active. No matter the category, corruption has detrimental effects. According to a Transparency International report (Lawal, 2007), corruption in African countries hinders economic, political, and social development and is a significant barrier to economic growth, good governance, and fundamental freedom.

The major anti-corruption institutions in Nigeria include the Independent Corrupt Practices and Other Related Offenses Commission (ICPC), the Economic and Financial Crimes Commission (EFCC), the Code of Conduct Bureau (CCB), the Bureau of Public Procurement (BPP), the Nigerian Extractive Industries Transparency Initiative (NEITI), the Public Complaints Commission, the Office of the Auditor-General of the Federation, and the Technical Unit on Governance and Anti-Corruption Reforms (TUGAR). The newly sworn-in President of Nigeria, Ahmed Tinubu, announced the indefinite suspension of the EFCC Chairman, Mr Abdulrasheed Bawa, on 14 June 2023, to allow proper investigation into his conduct while in office, following allegation of abuse of office levelled against him.

A breach of duty gives rise in public law to liability, known as 'misfeasance in public office' (Takwani, 2018). The exercise of power by government officials must be for the public good and to achieve public welfare at large. Therefore, whenever a public officer abuses power, he/she should be held liable and can be directed, after civil litigation or proper investigation, to pay compensation, damages, or costs, and in criminal offences, to be punished as provided by the enabling laws. An example can be drawn from India when the Petroleum Minister arbitrarily allotted petrol pumps in favour of his relatives and friends (S.L.J, 1996). Quashing the action, the Supreme Court directed the Minister to pay 50 million Rupees as exemplary damages to the Public Exchequer and 50,000 Rupees towards costs. In Shivsagar Tiwari vs. the Union of India 6 SCC 55 8. AIR 1997SC 1483 (Hansaria, 1996), a public officer was made to pay for the misuse of his official position.

The handling of such cases in India is rare in Nigerian jurisprudence because public officials can quickly get away with any fraudulent practices with impunity and are regarded as untouchables. Nigeria and other African countries should learn a lesson from recent events in the United States of America, where the former President, Donald Trump, was arrested by the U.S. law enforcement agency on 14 June 2023 and faces 37 criminal charges related to his handling of classified documents at his Florida Mar-a-Lago resort.

4. Methodology

4.1. Review Design

The study adopts the doctrinal approach, which enables the researcher to gather information from diverse sources. These include online-generated documents, observations, and interviews. The researcher also relied on recent events and personal observations on governance from the selected public organisations. The study is qualitative and uses content analysis to analyse data. The study is anchored on the good governance agenda theory and the economic theory of corruption to review the impact of bad governance on five revenue-generating institutions in Nigeria.

4.2. Data Sources

Several sources were used as references for this paper, including published books, newspapers, published interviews, and research papers. This review commenced by identifying all revenue-generating institutions and agencies in Nigeria. It was followed by identifying five of the highest non-tax revenue-generating agencies in the country. These institutions include the Nigeria National Petroleum Corporation, the Nigerian Customs Service, the Nigeria Ports Authority, the Nigerian Railway Corporation, and the Joint Admission and Matriculation Board.

Following identifying these agencies, an online search was conducted to identify reports of corruption associated with each of these institutions in Nigeria, how they are related to bad governance, and their impact on the country's economy. Mitigating actions implemented by the Nigerian Government against these corrupt practices were also identified. This was followed by recommendations on how Nigeria could belong to the community of nations that practice good governance.

5. Research Findings and Discussion

This section presents and discusses key findings in line with the paper's objective: identify the causes of bad governance in revenue agencies, the effect of bad governance on the Nigerian economy, and the solution to bad governance.

5.1 Causes of Bad Governance

5.1.1 Mismanagement of Resources

One of the significant governance problems in Nigeria's revenue-generating institutions is wasteful expenditures (The President of the Senate, Ahmad Lawan, 2019). Revenue-generating agencies in Nigeria often mismanage resources, leading to a waste of funds. Lawan (Ibid), who made this disclosure, also said that the revenue-generating agencies of the Federal Government can generate and remit 3 trillion Naira annually to the government coffers if efforts are made to cut down on wasteful spending. At an interactive session, the Senate President remarked on "the need to improve internally generated revenue of the Federal Government of Nigeria and Revenue Projections of the Agencies as Contained in the Appropriation Act 2022" in Abuja (Akanbi, 2022). The President further said that to achieve this objective, there is a need to cut down on the country's budget deficit and borrowings and prevent wasteful expenditures by government agencies. Speaking at the same forum, the Chairman of the Committee on Finance, Senator Solomon Olamilekan Adeola, observed in his intervention that there were insufficient funds for implementing policies and projects captured in the 2022 budget of the Federal Government. According to the lawmaker, "There is an urgent need for all hands to be on deck on revenue generation for the government and prevent misuse and pilferage of such revenue for frivolous purposes not sanctioned by the laws of the National Assembly" (Akanbi, 2022). The misallocation of resources by revenue officials for expenditures inconsistent with economic development (Jayal, 1997) signals their inability to effectively manage public funds, thereby highlighting the ideology of the good governance agenda theory. A good government, however, would effectively manage resources to provide the right market and economy for development.

5.1.2 Disparage of Rules and Regulations

In Nigeria, it is often observed that Government officials do not comply with the rule of law. In a democratic nation like Nigeria, where the Government is tasked with upholding its rules, several instances have been recorded of government officials' embezzlement of public funds without any legal action taken against them (Edeh, 2021). These officials often abuse their power by non-compliance with regulations. They manipulate the legal system for personal gains, as explained by the economic theory of corruption. The failure of officials to conform to the legal framework and policies demonstrates their disregard for the laws of the land.

5.1.3 Moral Laxity

Corruption in the Nigerian revenue-generating agencies has become endemic. The absence of accountability is prevalent among these agencies. Public officials need to provide a detailed account of the Revenue generated by their institutions. Though the country has different monitoring mechanisms, officials have failed to be effective, as several revenue officials have been reported embezzling funds for years with impunity. Furthermore, these agencies have also reported a need for more transparency in budgeting strategies. A lack of transparent decision-making by revenue officials translates into dishonesty, causing a lack of confidence among the people towards these officials. The economic theory of corruption supports revenue officials' lack of high moral standards, whereby officials set aside their morals to misappropriate public funds.

5.2. Effects of Bad Governance

A few of the revenue-generating agencies in Nigeria shall be reviewed to reveal the adverse effects of bad governance on the performance of these revenue-generating public organisations.

5.2.1 Nigeria National Petroleum Corporation

Nigeria is one of the oil-producing countries in the World, with oil and gas sales constituting 90 per cent of the country's exports in 2015. However, the sales rate was reduced to 77.24 per cent in 2022 (Izuaka, 2023). Therefore, the strength of the oil and gas sector's governance impacts the well-being of Nigeria's 182 million citizens. A global index assessing countries' oversight of natural resources has ranked Nigeria's oil and gas sector 55th out of 89 assessments worldwide. The 2017 Resource Governance Index (RGI), compiled by the Natural Resource Governance Institute (NRGI), shows that governance challenges are predominant throughout Nigeria's oil industry decision-making chain (Natural et al. Institute, 2023). According to the index findings, value is lost, particularly in licensing and in NNPC's government oil sales, as well as in sharing and saving revenues from oil and gas, ranking Nigeria in the 77th position among 89 assessments for the policy area. This score and ranking reflect high levels of opacity in key areas of decision-making, including company qualifications, process rules, and disclosure of terms. Regarding sub-national resource revenue sharing governance, Nigeria ranks 11th in the index. However, the public needs access to audited information on Revenue flows to lower government levels, contributing to the legal framework and implementation gap.

Some top management staff of NNPC Limited have been accused of fraudulently awarding multi-billion-dollar contracts without recourse to procedure and due process (Sahara Reporters 28 September 2022). An elder political leader, Chief Edwin Clark, recently alleged that a syndicate behind crude oil theft has run into naira trillions over the years (Abuh, 2022). Sarah Muyonga, Nigeria's country manager for NRGI, shared similar views.

> NNPC has made some new disclosures under the Buhari administration, but the details and revenue implications of many of its high-value transactions remain secret... Furthermore, the Nigerian Government does not regularly publicly disclose government officials' financial interests in the extractive sector or the identities of beneficial owners of extractive companies. It enables widespread corruption, with which Nigerians are all too familiar.

It is not in line with good and acceptable global practice. NNPC achieves a poor governance score of 44 of 100 points, falling below the sub-Saharan African average for state-owned enterprises (SOEs) despite being the largest SOE on the continent. The company needs to disclose detailed annual reports on its finances, despite top officials having committed to doing so, and little information is publicly available, particularly concerning some of NNPC's least efficient and most questionable activities.

A finding with enormous implications for the country concerns its largest sovereign wealth fund, Nigeria's Excess Crude Account (ECA). ECA is adjudged the most poorly governed sovereign wealth fund assessed by the index, ranking last alongside the Qatari Investment Authority as this statement affirms,

> Improving governance of the state-owned enterprise NNPC is crucial and will hugely benefit the lives of millions if done effectively. The Government discloses almost none of the ECA's rules or practices governing deposits, withdrawals, or investments. The ECA is Nigeria's largest fund by asset balance, constituting a vast governance concern at the end of the oil sector value chain (Okere, 2017).

As an oil-producing country, the Nigerian Government sometimes borrows funds to buy Premium Motor petrol as the country continues to incur rising fuel subsidy bills (Nnodim, 2023). It was disclosed by the Minister of Finance, Budget and National Planning, Zainab Ahmed, during an interview with Arise T.V. on 17 January 2023. To end this gross maladministration, the just sworn-in President Ahmed Tinubu, on 29 May 2023, during his inauguration, announced the withdrawal of oil subsidies because of its negative effect on the economy.

In the oil and gas industry, the lack of financial transparency by the governing body of the NNPC has led to a fractured industry in which the governing body cannot be held legally accountable. Poor management of the NNPC has caused the country to incur additional debt from borrowing for petrol subsidies. This mismanagement of funds in the oil and gas industry and the negative effect of incurred debt has dramatically impacted the country's economic growth. This exemplifies the theory of good governance agenda whereby the mismanagement of resources by revenue officials has led to an ineffective and unfavourable condition for economic development. The country needs help paying off colossal petrol subsidy debt since the funds cannot be directed towards economic development

President Bola Tinubu removed the petroleum subsidy at his inauguration on 29 May 2023, and one hopes that the Government will invest the savings in public infrastructure, education, health care, and the provision of jobs for the growing population. The new administration maintains that eliminating the subsidy will aid climate action, fund transportation and energy investment, and materially improve the lives of millions of Nigerians (Usigbe, 2023). The elimination of subsidies, however, has driven up the overall cost of living in the country.

Prior to the inauguration of the current President, the Nigerian Government spent about $500 billion monthly to subsidise petroleum imports. The subsidy was the difference between the projected open market and pump prices. The Government issued subsidies as a direct or indirect payment to individuals or companies that imported refined products to compensate for the market shortfall. In 2022, the Nigerian House of Representatives set up a panel to investigate the petroleum subsidy regime from 2017-2022. This panel's findings and report, submitted in June 2023, have yet to be published by the Government. However, according to Femi Falana, a Senior Advocate of Nigeria and one of the country's constitutional and human rights lawyers, the subsidy diverted significant sums of public funds to private pockets.

5.2.2. The Nigerian Customs Service

According to Transparency International 2010 Global Corruption Barometer, more than half of the local households surveyed attested to paying bribes to NCS officials in 2009. Things have stayed the same since then. According to Odivwri (2023), among all the revenue-generatingFederal Government's revenue-generating agencies, the NCS has been meeting its budgetary targets before the end of the third quarter of every year. This implies that Nigerian Customs is quite a fertile ground for revenue generation. Indeed, it could generate as much as N1.6 trillion in the year of the

Pandemic (2020). In that case, it can generate even N2 trillion if all leakages are blocked (The National Bureau of Statistics, 2022). Given the amount it generated during the Pandemic, there is the temptation to think that the agency is doing well. However, some of the functions of Customs are indeed inhibiting economic growth.

As reported by the Vice-Chairman of the Senate Committee on Customs, Senator Francis Fadahunsi, the Federal Government of Nigeria loses about N6.5 trillion yearly because of corrupt practices in the Nigeria Customs Service. According to the lawmaker, Nigeria must refrain from borrowing to operate and develop its infrastructure if corruption in the NCS and other government agencies is curtailed. Fadahunsi observes further that the Federal Government gets five per cent instead of 25 or 30 per cent because of the corrupt practices of greedy customs officials.

For instance, highway customs officials constitute illegal clearing points on the country's highways where they harass and extort money from motorists (This Day Live, 2021). They demand huge sums from owners of cars regardless of whether their customs papers are genuine. They argue that the Clearing Agents may have negotiated the duty to be paid with customs officials (in what they describe as "Compromised Duty" (often used for damaged cars), and so when the correct duties are underpaid, the Highway Customs demand that either the total payments are made, or they are bribed heavily, or the car get impounded.

There is, therefore, the need to harmonise the operations of Customs officials so that goods or consignments genuinely cleared by any unit of the Nigerian Customs should be respected and thus spared from undue harassment from highway Customs officials. Despite meeting its financial targets, the continued culture of bribery displayed in the Nigeria Customs Service has caused it to be discredited. Due to bribery, the Nigerian border has become highly porous due to goods being smuggled in and out of the country, which has led to massive losses of revenues. The inability of the governing body to effectively implement its policies to seal the Nigerian borders and control smuggling has led to a call for urgent reformation. This disregard for the rule of law by customs officials and bribery in the sector correlates with the economic theory of corruption. The corrupt practices in the Nigerian Customs Service have become so common that it has been considered the norm, thus breeding institutional corruption in the sector.

5.3. Nigeria Ports Authority

The current study's findings reveal that Nigeria has been losing approximately USD 1.95 billion in government revenue and USD 8.15 billion in private sector revenue annually due to corruption at the Nigerian ports. According to the Centre for International Private Enterprise (CIPE 2020), in its publication, "Tackling Corruption in the Nigerian Ports: A Story of Collective Action Highs, lows and Wins", illicit financial flows at the port cause this colossal loss. These losses are reportedly severely constricted by government programs and the development of the much-desired public infrastructure. Similarly, corruption at the Nigerian ports has caused a significant limitation to sustainable returns on foreign direct investment. According to the World Bank's Collective Action for Reforms in Nigeria (case study 13) in its report on collective action to spur change in the functioning of the Ports in Nigeria, the Ports in Nigeria "face corruption that deeply impacts their operational effectiveness with harmful consequences for the country’s economy.’’ While issues of corruption at the ports persisted for a long time, an anti-corruption program instigated by the Maritime Anti-Corruption Network (MACN) and its partners in Nigeria since 2012 has demonstrated that progress in countering the problem is possible (World Bank, 2018).

Agbota, citing the Maritime Anti-Corruption Network (MACN) and the Convention on Business Integrity (CBI), reported that the demand for bribes, receipted payments, and other corrupt practices on the marine side of vessel clearance at Nigerian Ports dropped from 84 cases recorded in 2021 to 50 in 2022 (Agbota, 2023). In 2019, Nigeria recorded 266 cases of corrupt demands in vessel clearance, which fell to 128 cases in 2020. From the preceding, one can see that there has been a tremendous reduction in the demand for bribes.

The ports in Nigeria face corruption challenges that are rooted in the sector-wide issues. A 2018 report by the Lagos Chamber of Commerce and Industry estimated that illegal charges, bureaucratic red tape, delays, and capacity underutilisation in the ports cost the country around 3 per cent of gross domestic product (GDP) annually (World Bank, 2018). Corruption in the Nigerian Port Authority has been in the spotlight for decades and has continued to cause a substantial loss of GDP for the country. The high rate of corruption in the port authority led to the need to revolutionise the industry. The decision of its governing body to develop MACN has been instrumental in curbing this loss, as there has been a progressive decline in documented cases of corruption reported by the port authority.

It is also about the theory of the economics of corruption. The port officials need to recognise the negative impact of their actions on the economy. The excessive illegal charges and bureaucratic tapes impede the functioning of markets and cause unnecessary loss for the country (Jayal, 1997). This is also to buttress the belief that the higher the level of corruption in a society, the lower the possibility of prospering of such a society. This is evident in the level of abject poverty and lack of basic infrastructural facilities, such as health care services, pipe bone water and electricity in Nigeria.

5.3.2. The Nigerian Railway Corporation

A syndicate of corrupt Nigerian Railway Corporation officials at the Kubwa and Idu train stations in the Nigerian Federal Capital Territory, Abuja, as well as at the Rigasa Train Station, Kaduna State, were reported to be defrauding Nigerians in the sale of "black market" train tickets, which are sold to passengers for at least double the official price. These officials will buy off all the tickets and later sell them to desperate citizens at double the official price. This way, passengers end up buying tickets bearing fake names. It was the reason the real names of passengers who were involved in the 28 March 2022 Abuja-Kaduna train bombing and kidnapping incident could not be ascertained.

Even though the immediate past Minister of Transportation, Rotimi Amaechi, argued that Nigerian railway projects were viable enough and could, 'on their own, repay all the loans incurred in their construction,' he admitted before leaving office in May 2023 that realities and sundry challenges have made the railway function sub-optimally, raising the fear of default in the loan repayment" (Falaju & Alade, 2023; Nigeria, 2023).

On 19 March 2020, eight Federal Ministry of Transportation officials and the Nigerian Railway Corporation met in Abuja with representatives of three contracting firms handling various Port Harcourt – Maiduguri Eastern Railway sections. The meeting had one agenda: the narrow-gauge rehabilitation project – broken into three contracts – had failed, and the Government has now decided to take the contracts from the companies to enable it to breathe life into the project. Mohammad Babakobi, the Director of Railway Service at the Transportation Ministry, who chaired the meeting, complained that the project, awarded in March 2011, "could not be completed to that date despite the huge funds and commitment of the Federal Government." The contractors were given a one-week ultimatum to submit exit plans so the Government could explore alternative plans to execute the project (Adebayo, 2020).

The central railway rehabilitation programme by the Federal Government has the potential to boost human capacity, aid poverty reduction, and support current efforts to recover and grow the economy despite the negative impact of the COVID-19 pandemic (Emejo, 2020). For decades, the Nigerian Railway Corporation remained underfunded; this, coupled with its poor management, led to a deterioration in the railways and an inefficient railway system. The Government's decision to limit this sector's funding has been declared ill-advised. Railway corporations in other economies have significantly promoted development by providing employment and transporting bulk commodities and passengers, among many services. The appropriation of necessary funds to the Nigerian Railway Corporation would improve the Nigerian economy. If the good governance agenda theory had been followed, the Nigerian Government would have successfully created and implemented clear strategies for developing the Nigerian railway system to improve economic growth. However, the Nigerian railway system needs adequate funds and appropriate management.

5.3.3. The Joint Admission and Matriculation Board

The study findings revealed that the Joint Admission and Matriculation Board (JAMB) remitted N3.51 billion to the Federal Government as an operating surplus for 2021. In 2020, it remitted N3.5 billion. A statement issued by the examination body and signed by its head of Public Affairs and Protocol Unit, Fabian Benjamin, noted that the remittance "aligns with the Chairman, Prof. Is-haq Oloyede's commitment to prudent management of public resources." JAMB began the impressive revenue remittance in 2016 when the new leadership of the examination body remitted

N7 billion and repeated the same in subsequent years. When the baton changed in 2016, Nigerians discovered that the former management had allegedly been diverting the surplus into private pockets.

The immediate past Chairman of JAMB, his three sons, and his daughter-in-law, together with their business associates, allegedly founded from stolen funds, are still in court to answer charges of the alleged embezzlement and mismanagement of public funds (Guardian Nigeria, 2023). The actions of the JAMB officials buttress the ideologies of the theory of economic corruption; the JAMB officials have been embezzling public funds for personal gains. It was alleged that the immediate past Chairman built his business empire from the proceeds of funds embezzled at JAMB during his tenure as a Chairman.

5.3. Recommendations for Tackling Bad Governance

Punitive measures against corrupt officials were earnestly adopted to use Nigeria's resources for the development of the nation and the enhancement of the social and economic life of the poor masses. This will serve as a deterrent to others. Also, enforcement agencies should be independent as a matter of urgency if Nigeria is to win a fight against bad governance and corruption.

Also, Nigeria should learn a lesson or two from the experiences of those who have gotten it right. For instance, Nigeria should borrow a leaf from the United States of America, which is currently prosecuting its immediate past President, Donald Trump. No one should be above the law, no matter how influential he or she is. The Nigerian Government should put checks and balances on officials found guilty and be dealt with according to the dictates of the law. Furthermore, the clues and lessons to be adopted or emulated from more advanced countries should be done selectively and with modifications to suit the nation's peculiarities instead of swallowing their policies hook, line, and sinker.

6. Limitations and areas of further studies

There were a few limitations to this study. The analysis of the Revenue-generating institutions was primarily done at the national level. It thus might not reflect the state of governance at lower levels of Government, such as the state and local government levels. Thus, there is a need for the analysis at the state and local government levels to reflect better the overall state of governance of revenue institutions. Also, most of the reports analysed were from news articles, which may be subject to some reporting bias. Based on the findings of this study, lousy governance or poor management of economic resources generated from revenue agencies in Nigeria has negatively impacted the lives of more than 200 million Nigerian citizens and the Nigerian economy. This has forced many Nigerian youths and professionals to migrate to seek new pastures in the developed World. Another area of future studies could be how lousy governance in these agencies has negatively impacted the Nigerian economy.

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