

**AN EVALUATION OF THE PERFORMANCE OF
THE NEW ITF STRUCTURE**

A RESEARCH CONDUCTED

BY

**CONSULTANCY, RESEARCH & INFORMATION
TECHNOLOGY DEPARTMENT**

**INDUSTRIAL TRAINING FUND (ITF)
HEADQUARTERS, JOS**

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DECLARATION

We, hereby declare that this work is the product of our research efforts at the Industrial Training Fund and has not been presented elsewhere. All sources have been duly distinguished and appropriately acknowledged, thus, all other expressed views and opinions are those of the Researchers.

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DEDICATION

To our very dear Organisation, the Industrial Training Fund. We believe this work will positively impact the Fund's manpower development.

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ABSTRACT

The purpose of this study is to evaluate the performance of the new ITF structure incepted in year 2006 and to determine if it is yielding better results than the old structure in terms of achievement in Key Result Areas, its operations and quality of service delivery. The population of the study constituted the Fund's Staff who have served the ITF for not less than 10 years at the inception of the study. Proportional sample was drawn using Stratified Random Sampling technique. To achieve the purpose of the study, a questionnaire titled; "A Survey of evaluation of the Performance of the New ITF Structure" and interview were employed. The instrument was designed, developed, validated and tested for reliability by the researchers. The research design adopted was descriptive survey. Data gathered were analyzed using percentages. From the study, it was discovered that the new structure is performing better than the former in terms of achievement of Key Result Areas. These include: Organizational Structure, Staff/ Manning Level, Leadership Qualities, Communication, Financial Management, Staff Welfare and Relationship of the Fund with External Environment/Stakeholders. However, it was revealed that there is still evidence of duplication of functions among Departments in the new structure. In the light of the findings, it is recommended that Management should ensure that the Fund becomes more dynamic in its operations. The Fund should also perform Functions which are not being performed by any of its operational arms but identified to be needed by its stakeholders. Management should also look into cases of duplication of Functions and realign as appropriate amongst the Departments to make them better positioned to carry out expected tasks. It was also recommended that Management of the Fund should play a key role in helping staff understand major tenets of the restructuring and mandate. Periodic evaluation of the performance of the Structure is recommended. Besides, it is suggested that Management of the Fund should vigorously pursue the review of the ITF Act so that more funds can be obtained for running and implementing to the letter, Government's Policy on restructuring. Furthermore, Management should, from time to time, organize interactive sessions with staff to identify performance deficiencies of the Structure and ways to address them. On the part of Staff of the ITF, it is suggested that they should be encouraged to actively participate in

the development of the ITF by improving on their productivity and upholding the Culture and Core Values of the Fund at all times. With these inputs, it is expected that the ITF will maintain its position as the foremost training Organisation of the nation.

1.1 Background of Study

The relationship between efficient Organizational Structure and effective performance of its work force, especially in the globalized economy is critical. This is because efficient Organizational Structure is vital for optimal performance and critical for significant achievements in Organizations. In confirmation of this view, Ike (2008), explains that at this time when Organizations are searching for a more effective and efficient ways to achieve better goals in their enterprises, Organizational Structure creates an environment that promotes coordination and unity between different Departments.

These facts accentuate the need for an Organization to constantly assess the performance of its structure to ensure that the Organization is operating at optimum level and that its Vision and Mission are readily and speedily achieved. Evans (2000), supports this view when he observed that when seeking to improve the performance of an Organization, it is very helpful to regularly conduct evaluation of the performance of the Organization.

Organizational Structure has been variously defined. National Centre for Transit Research, for instance, defines it as the scope and limits of behavior within an Organisation, its lines of authority and accountability as well as the Organization's relationship with its external environment. From the definition, one can deduce that all Organizations have their peculiar structure irrespective of size.

The foremost Nigeria's Training Agency, the Industrial Training Fund (ITF), as a Corporate Organization obviously has its peculiar structure. This, nonetheless, has undergone many Structural Reforms over the years. ITF was established by Decree No.47 of 8th October, 1971 with the aim of

promoting and encouraging the acquisition of skills in Industry and Commerce to generate a pool of indigenous trained manpower sufficient to meet the needs of the Nigerian economy.

Over the years, pursuant to fulfilling its statutory roles, the ITF has developed and expanded its Structures, Programmes, Strategies, Operations and Services. These are intended to help the Fund meet the expanding, challenging and changing demands made on it by the scientific and technological developments as well as that of the globalization. The ITF Research and Development Division brochure (2009), confirms this notion when it observes that since inception, training system and Consultancy Services have evolved through a variety of measures. It also notes that the Reimbursement and Grants Scheme has been reviewed regularly in response to identified changes in the training needs of Commerce and Industry.

These spate of developmental changes have not only been internally but also externally derived. For instance, at inception in 1971, the ITF was a parastatal 'B' Organization headed by a Director but by 1981, it had evolved into a parastatal 'A' Organization with a Director- General. Today, the Fund has undergone many Structural Reforms which can be regarded as radical and bold. These reforms are expected, as it has been acclaimed by Maji (2006), that any organisation which refuses to change is soon a relic.

The most recent reforms in the ITF evolved from the yearnings of the Organized Private Sector (OPS) for better service delivery to its members. Undoubtedly, reforms are vital in all human endeavours and as Yahaya (2008), puts it, embarking on these reforms is required to match the

aspirations expressed in series of the formulated National Development Plans.

To meet the yearnings of the Organized Private Sector (OPS), therefore, in relationship with the current needs and demands and the prerequisite of the Public Service Reforms, there was the need for a restructuring and repositioning of the system of operation in the Industrial Training Fund (ITF). The Public Service Reforms canvassed, among other things, a leaner, more competitive Public Service Sector devoid of leakages and wastages. The restructuring is expected to reposition and propel the ITF to greater heights and enable it meet the expectations of Nigerians to become one of the strongest economies by 20:2020.

The new Structure of the ITF comprises of 6 Departments headed by 6 Directors and 3 Units which are directly attached to the Director General's office and headed by Deputy Directors. The Departments and Units are respectively run on 3 and 2 levels of operational structures viz Department/Division/Section and Units /Sub-Units.

The restructuring and repositioning of the ITF has been in operation since 2006. Four years have passed since then; therefore, the need to carry out an evaluation of the performance of the New Structure arises.

Evaluation in this study is seen as a means of discovering how the New ITF Structure is fairing and if it is functioning and achieving better goals than the previous one. According to Mwana (2004), evaluation is generally used to refer to all activities through which periodic feedback are given about an Organisation, performance of its structure or an event. More concisely, Ike

(2008), defines Organizational evaluation as the process of acquiring and documenting, usually in measurable terms, the performance of its structure. Evaluation as employed in this study connotes the summative type of evaluation, whose aim is to provide feedback on the performance of the New Structure relative to the Old Structure.

The need for evaluation of the New ITF Structure cannot be overemphasized if one takes into consideration the fact that ITF is set up to help the citizenry acquire required skills necessary to move the nation forward. The Fund is also expected to reduce existing Skills-Gap evident in the nation through its Skills acquisition strategies, thereby, boosting the economy. However, while energy invested in implementing the New Structure is bold and encouraging, the impact on better achievement of objectives need to be empirically determined thus, giving rise to a need for evaluation.

Besides, reports and reactions about the New Structure appear to be mixed. While some perceive the ITF as doing better now than ever before, others feel that it is suffering from identity complex. For instance, Ari (2009), submits that the Fund's activities have witnessed strides which have proven that Public Service Organisations can thrive just like their peers in the OPS. He also emphasized that today in the ITF, the stage is set to lift the Organisation to a truly first class international Human Capacity Development Organisation. On the other hand, a number of write-ups have suggested that the ITF is yet to establish itself as truly the foremost Capacity Development Organisation. Wapmuk(2009), in his address at the inaugural meeting of the Training Policy Review Committee reiterates the fact that, there appears to be a seeming lack of coherence and consistence in the process of Service Delivery.

For the purpose of finding out the real facts on ground concerning performance of the New ITF Structure, the Research and Development Division of CRIT Department set out to carry an empirical study on Evaluation of Performance of the New ITF Structure. The point to be emphasized here is that without this systematic line of action, it is doubtful if one can really conclude on the impact of the restructuring on ITF's general achievement of objectives. That the issue of evaluation cannot be de-emphasized and demands intense and sustained undertaking becomes easily apparent. This forms the crux of the study.

1.2 Statement of Problem

The Federal Executive Council, through the Federal Ministry of Commerce and Industry, approved a New Structure for the Fund in 2006, as resonated by Inter Ministerial Committee. This is an effort to meet the yearnings of the National economy and aspirations of the Organized Private Sector. Four years have passed since then, and the Staff, Clients, Government and indeed, all Stakeholders in Nigeria have sought to know the impact of the New Structure. The salient questions bugging their minds are whether or not the New Structure is achieving its stated goals, what positive effect the structure is having, both on the Staff and Client in relation to acquisition of relevant skills and if the New Structure is consistent with the specification of the Inter Ministerial Committee. For any meaningful verdict on these issues, evaluation is mandatory.

A number of reports and reactions have appeared in the mass media, both electronic and print. While some suggest that the ITF is doing better than ever, others are of the opinion that the Fund is not doing as well as expected. To determine the extent to which these claims are valid, evaluation becomes critical.

The lack of adequate research evidence to determine the effect of the implementation of the restructuring as mandated by the Bureau of Public Service is another problem of this study. It appears that there is not enough summative evaluation carried out to clearly indicate that restructuring is achieving the desired result.

Enormous challenges often arise because the task of designing and implementing New Structures in any Organization is no mean one. To this end, Omolewa (2008), opines that while reforms are inevitable in Organizations, not all reforms have proved beneficial as some have been merely cosmetic thus, leading to unimaginable catastrophes. Besides, Organizational Restructuring also always goes in tandem with repositioning of staff and large investments of funds. These facts underscore the need for evaluation to determine the consequences of the restructuring and repositioning. Much concern about inadequate outcome and achievement output on ITF's contributions to the society for National Development thus abound. A need, therefore, still exists to discover if this state of affairs is still the same or it has changed for good.

For a developing country that established the ITF to ensure that its vast human resources are adequately skilled, the performance of the Fund under the New Structure must periodically be evaluated so that its performance level can be constantly improved upon. Besides, is the New ITF Structure yielding better results than before? Is the quality of service provided better than it had been or otherwise? Are the inputs and outputs of the New Structure and the interactions within the system more effective? Evaluation becomes essential to determine the real situation.

1.3 Objective of the study

The main purpose of this study is to assess the Performance of the New ITF Structure and draw implications for achievement of set goals in the Fund.

Specific Objectives of the study are to:

1. Assess the extent to which Key Result Areas (KRA) are being achieved under the New ITF Structure.
2. Ascertain the extent to which there is a clear demarcation of Organisational concept, boundaries and design.
3. Assess the effectiveness of the Manning/Staffing level on ground to facilitate and ensure application of best practices in the Fund's performance.
4. Ascertain the impact of the New ITF Structure on ITF Staff Welfare.
5. Assess how effective the leadership qualities of the Management Staff are in the New ITF Structure.
6. Assess how effective the Communication Channels in the Fund are.
7. Ascertain the extent to which finances are properly managed in the Fund.
8. Ascertain the adequacy of the Fund's relationship with external environment.

PART TWO: METHODOLOGY

2.0 Introduction

This part deals with methods employed in carrying out the study. It is discussed under the following sub-headings: Study Design, Study Sites, Research Groups and Methods of Data Analysis.

2.1 Study Design

For the purpose of the study, Descriptive Survey Design was adopted. Descriptive survey design is one in which a study is carried out by collecting and analyzing data from a few people originating from a target group considered to be representative of the entire population and generalizing findings from these to the entire population.

The design required that data be collected at a particular time from the sample. The design was employed because it constituted the most convenient way to obtain real facts and figures needed to study a large population and answer the research questions.

Variables for the study included determining the extent of achievement and performance in relation to the Funds' Key Result Areas, Organizational Structure, Defined Boundaries, Interdepartmental Relationship, Staffing, Capacity Building, Leadership, Communication, Financial Management, Staff Welfare and Relationship with External Environment before and after the restructuring of the ITF.

2.2 Study Sites and Research Groups

The study sites and research groups are discussed in the following sub-sections.

2.2.1 Study Sites

The study sites include all the Area Offices and the Headquarters.

2.2.2 Research Groups

The target population of the study comprised all categories of staff in the ITF. Specifically, the population comprised the Fund's Staff and Management Staff in Area Offices, Industrial Skills Training Centres and Headquarters that have served the ITF for a minimum of 10 years.

Sample for the study was drawn from the target population. Management Staff formed part of the sample because issues of implementing a New Structure are best understood by them. They are also better placed to provide classified information on specific problems facing the implementation of the New Structure. Other categories of staff were selected as the representative group because it is assumed that they have an understanding of the Old Structure and are involved in the operation of the New Structure. Thus, they can make suggestions on the various aspects of the New Structure and its implementation especially on aspects that need redesigning.

The distribution of the sample is presented in Table 1.

Table 1: Distribution of Sample

SN	Category	Sample
1	Management Staff	10
2	Heads of Division	20
3	Area Managers/Training Managers	36
4	Other Officers/Staff of ITF	162
Total		228

2.3 Instruments for Data Collection

The main instrument used in data collection for this study was a questionnaire titled; "A Survey on Assessment of the Performance of the New ITF Structure'. In addition, Interviews were conducted with the Management staff of the Fund to strengthen data from the questionnaire. The questionnaire had the following layout:

Section A: This section captured background information on the respondent, which includes; present rank, date employed in the ITF, duration in the ITF and present location in the ITF. The background data is necessary in order to determine the suitability of the respondent for the study.

Section B: The Key Result Areas of performance were listed and participants were asked to rate performance in the ITF in these areas before and after the restructuring on a Likert scale of 1-5(1 being the lowest and 5 the highest).

The employment of the Likert-type technique in designing instruments for the study is backed by Thorndike and Hagen's (1977), observation that almost any concept or topic can be studied using the Likert scale.

Section C: Respondents were asked to rate the extent to which the following are in the ITF before and after the restructuring; Organizational Structure, Defined Boundaries, Interdepartmental Relationship, Staffing, Capacity Building, Leadership, Communication, Financial Management, Staff Welfare and Relationship with External Environment on a 1-5 Likert Scale.

Section D: Apart from the Likert type scale of assessment, there were also some open-ended questions, designed to allow free expression of opinion. The researchers are aware that this category of questions might pose problems during computer analysis. This, however, was resolved by skimming through the responses to get a consensus of opinion on issues raised, since the opinions would largely serve the purpose of probing further into the factors being investigated.

The interviews focused on Key Result Areas of the ITF, the Organizational Structure, Staffing, Leadership, Capacity Building, Interdepartmental Relationship and Communication before and after the restructuring.

2.4 Methods of Data Analysis

The analysis of data was based on the research questions. Data collected were in raw form before they were compiled, tallied and coded on computer sheets. All completed questionnaires were edited to detect skips, check errors and accuracy of data entry. The quantitative information in the questionnaires was coded for data capturing using the Statistical Product Service Solution (SPSS) while qualitative information was subjected to content analysis.

Simple means, frequencies, and percentages were used in answering the research questions. The mean scores were used to assess the performance of the ITF before and after the restructuring. A correlation of the various responses was carried out to determine the relationship between structures under study.

The justification and suitability of the statistical tools include the following:

- Mean scores help compare data summaries and are the best representative index of measuring group scores. Awotunde and Ugodulunwa (1998), recommend the use of mean scores in data analysis because they have advantages over other measures of central tendency, take into consideration all the scores in a distribution and are more accurate estimate of population parameter.
- Percentages help to determine the rate of respondents that hold certain views or have certain skills.
- The mean scores can easily be compared while percentages and frequencies can easily be understood.
- The statistical tools can easily be interpreted by the average person.

2.5 Research Ethics

The researchers had to determine the content validity of the instruments before employing them for the study. This was considered necessary to enable the researchers determine the extent to which the items of the instruments related relevantly and appropriately to the aims of the study and to the research questions under study. To do this adequately, the Head, R&D Division and the Director, CRIT Department first ratified the draft questionnaire and the interview schedule. After corrections had been effected, each of the

instruments was subjected to more expert scrutiny of two tests and measurement specialists of the ITF, Jos.

The reliability of the instruments was also established to discover the degree of consistency with which the instrument measures that which it purports to measure. The stability of opinion was sought by the use of test–retest reliability method. This method entailed giving a test with the developed instruments to ten randomly selected respondents of each category and repeating the test within an interval of two weeks.

With the instruments ready for use and with letters of introduction from the Department, the researchers left in two batches at different times to all the Area Offices of the ITF. At these places, the researchers met with the Area Managers and briefed them on the study. All the Research Schedule Officers were co-opted into the study as Research Assistants. They were briefed also on the purpose of study, reasons for selected areas, how to administer the questionnaires and conduct the interview.

Questionnaires were directly administered to respondents by the Research Officers. Respondents were initially informed that Research Officers will visit and administer the research instruments, so the respondents were adequately prepared to attend to the Research Instruments. The method of administration entailed handing questionnaires to respondents and being physically there as they completed them. This method was preferred since it afforded the Research Officers, a higher percentage return of properly completed questionnaires. At the end of the exercise, the respondents were appreciated for their co-operation.

PART THREE: RESULTS

3.0 Introduction

This part presents and discusses results of data collected for the study. The results show comparisons of ITF Performance in Key Result Areas (KRA) and other functions before and after the Restructuring.

3.1 Performance in Key Result Areas of the ITF

The study sought information on the performance of the Fund in Key Result Areas before and after the Restructuring. Data analyses are presented in Table 2.

Table 2: Comparison of Performance in Key Result Areas (KRA) of the Fund

Key Result Areas	Mean Scores Before Restructuring	Mean Scores After Restructuring
Identification of Training Needs	2.89	3.78
Development of Research Proposals	2.75	3.62
Operation of the ITF Databank	2.4	3.53
Processing and Payment of Employers' Training Reimbursement Claims	3.02	3.9
Implementation of Grants and Reimbursement Seminars	2.93	3.83
Monitoring of approved in-house Training	2.86	3.56
Conducting SIWES Orientation	3.36	4.05
Conveying SIWES Coordinators' Meetings	3.21	4.05
In-depth Diagnostic Study of SMEs	2.67	3.67
Identification of Safety Training needs in	2.93	3.81

Company		
Development of Customized Safety Training Packages	2.76	3.68
Provision of Solution for Safety Training Needs	2.83	3.64
Appraisal of Apprentice Training Scheme in Companies	3.05	3.67
Harmonization and Installation of VAT Scheme	2.97	3.56
Monitoring of Apprenticeship Programme	2.81	3.61
Implementation of New Training Programmes	2.77	3.86
Implementation of Schedule Training Programmes	3.39	4.22
Implementation of Unscheduled Training Programmes	3.21	4.38
Implementation of Productivity Efficiency Improvement Training	3.19	3.81
Development of PEIT Package	3.1	3.72
Implementation of PEIT	3.14	3.76
Discovery and Registration of New Companies	3.06	4.06
Verification of Companys' Accounts	3.18	4.02
Collection of Training Contribution	3.39	4.28
Average	2.99	3.84

Table 2 shows a comparison in performance of the Fund in Key Result Areas before and after the restructuring. From Table 2, it is evident that the performance of the Fund in all the Key Result Areas in the New structure is better than it was in the Old structure. For instance, in the collection of Training Contributions, the Mean Score before restructuring was 3.39 while

this improved to 4.28 under the New Structure. This implies that the New Structure has enhanced the collection of Training Contributions when compared to the Old Structure. Similarly, implementation of Scheduled Training Programmes has a Mean Score of 3.43 before the restructuring and a Mean Score of 4.28 after the restructuring indicating that the performance of the ITF in the implementation of its training programmes has increased in terms of beneficiaries and number of programmes implemented.

A further probe by the researchers to determine the cumulative performance of the Old and New Structures in Key Result Areas of the Fund using Mean Score is presented in Figure 1.

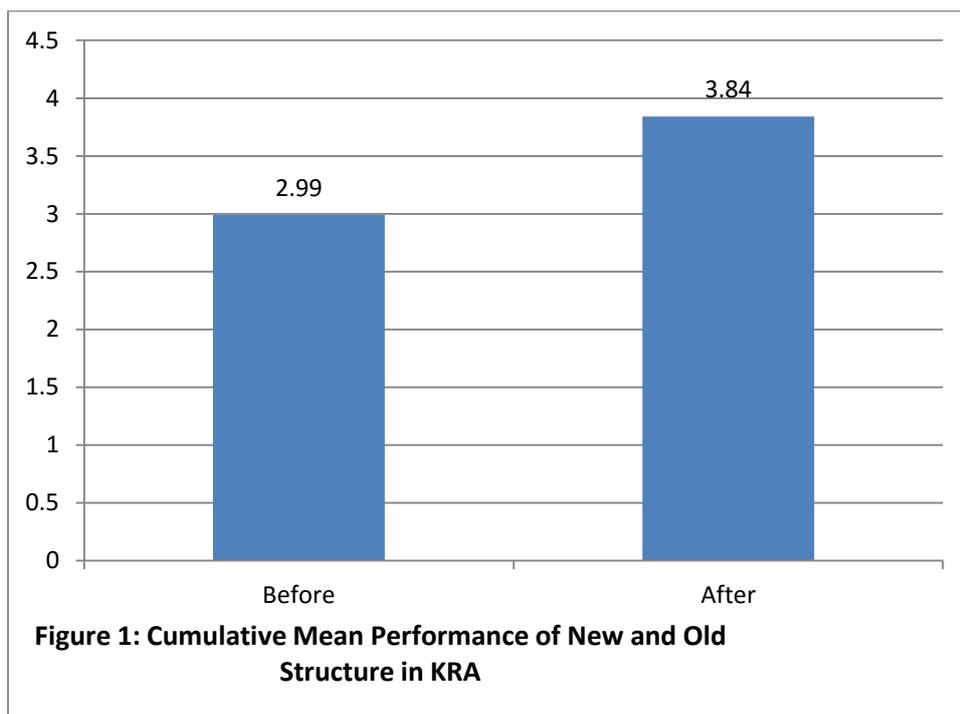


Figure 1 shows the Cumulative Mean Score of the performance of the Fund in Key Result Areas before and after the restructuring. From the figure, it is clear that on the aggregate, the New Structure, with a Mean Score of 3.84 has, to a large extent, improved the performance of the Fund in Key Result Areas when compared to the Old Structure (Mean Score of 2.99). This shows that the

restructuring of the ITF has a positive impact on its performance in the Key Result Areas.

The interview report from Management Staff also supports the findings from the field. The Management Staff generally believe that the New Structure is performing much better than the old one. They note though, that there are still clashes here and there between Departments scrambling to carry out specific functions.

According to a Director;

The New Structure is performing excellently well. In fact, ITF's current performance can be scored 90%.

Another Director opined;

The New Structure is performing much better than the old one. Notwithstanding the current political and economic environments, the structure is operational. The New Structure is making impressive impact on the national economy and should be encouraged by expanding or increasing its status. Though there are still a few clashes here and there.

A Director also observed;

Well, I think em ... the New Structure has actually performed very well, you know, when we relate it with the objectives of the Fund. It has enhanced the performance of the ITF generally. Also individual Departments are performing better as it has given the Departments focus on what they are supposed to be doing as individual Department.

A Director however, dissented;

I prefer the Old Structure but with Legal on its own as a Unit and not under Administration and Human Resource Department. I wouldn't know about the Training Departments but I know that for Audit, it has limited its area of coverage. Audit is supposed to be a full-fledged Department rather than a Unit. After all, two major activities of the Fund are Training and Revenue generation. How come that training is carried out in 5 Departments while the Finance has only a Department with Audit just a Unit? This should not be because in other Organizations, Audit is a Department.

3.2 Organizational Structure

The study also sought information on performance of the Organizational Structure before and after the Restructuring. The data analyses are presented in Table 3.

Table 3: Organizational Structure

Organizational Structure	Mean Scores Before Restructuring	Mean Scores After Restructuring
Clear Organizational Concept/Design	3.1	4.07
Effective Organizational Structure	3.17	4.1
Structure Supports Change and Innovation	2.84	4.05
Clearly defined Roles and Responsibilities	3.07	4.05
Sensitive to External constituency	3.02	4.14

Clear defined Departmental Functions	3.14	4.04
Duplication of Functions among Departments	3.01	3.07
Roles and Responsibility are clearly defined	3.15	3.97
Cooperation between ITF Hq and AOs	3.31	4.06
Cooperation among Divisions in Departments/Units	3.16	3.77
Unhealthy Competition among Divisions in Departments/Units	2.6	2.54
Unhealthy competition between the Headquarters and the Area Offices/Centres	2.66	2.62
Average Mean Score	3.02	3.71

Table 3 presents the Mean Scores on the performance of Organizational Structure of the ITF before and after the restructuring. From Table 3, it is clearly shown that the New Structure of the Fund is performing better in terms of Organizational Concept and Design, Structural Effectiveness, Support for Change and Innovation, Clearly defined Roles and Responsibility, Sensitivity to External Constituency, Departmental Functions, Roles and Responsibility and better Cooperation among Area offices, Headquarters Divisions, Units and Departments. The higher Mean Scores of 4.07, 4.1, 4.05, 4.05, 4.14, 4.04, 3.97, 4.06 and 3.77 respectively, lend credence to these facts. Similarly, the New Structure also reduces negative vices like unhealthy competition among the Divisions, Units and Departments and also between the Area offices. This is evidenced by its lower Mean Score of 2.54 and 2.62 when compared with that of the Old Structure of 2.6 and 2.62 respectively.

Unfortunately though, the New Structure showed a greater duplication of functions among Departments. This is indicated by higher Mean Score of 3.07 when compared with that of the Old Structure (3.01).

The findings from the interview also reveal this fact. Many of the Management Staff reported that functions assigned to Departments are okay although few functions must be performed by specific Department as there appears to be overlap of functions.

A Director opined;

Functions of the Departments are okay but the Units under the Directorate should be considered for development and growth to accommodate the advancement of the operators in the system.

Restructuring that took place in year 2006 must keep pace with the dynamism inherent in the changes. The Fund is still undergoing and witnessing changes and expansion, e.g. creation of new Area Offices and more Technical Skills Training Centres in the six (6) geopolitical zones.

Another Director said:

It will be better for a particular Department to be in charge of particular Course like Vocational & Technical. The Courses should be run by ITD you know, and no other Department should be involved in that to ensure that the Courses are delivered very well to the participants. BTD doesn't have enough technical know-how to deliver the Courses to our clients.

For Safety Courses although safety is a general thing, I think ITD should handle that since most industrial practices and the environment call for more safety caution or safety awareness. It is more needed in the technical environment. BTD can take those Courses that are not so technical or engineering based like Hotel & Catering. What I mean is that, for positive change, which is the main essence of training, there is need

for one who has adequate knowledge to impact the skill and the right attitude to carry out the training. If you have all these, you will improve on your productivity and will reduce the cost of production. It will improve the quality and generally enhance the profit of an Organization.

The Duplication of functions among Departments raises a serious concern even though, all other factors indicate the fact that the New Structure is performing better than the Old one (See Appendix E for details of Duplicated functions).

To get a clearer view of the average Mean Score, the following were obtained and presented in Figure two.

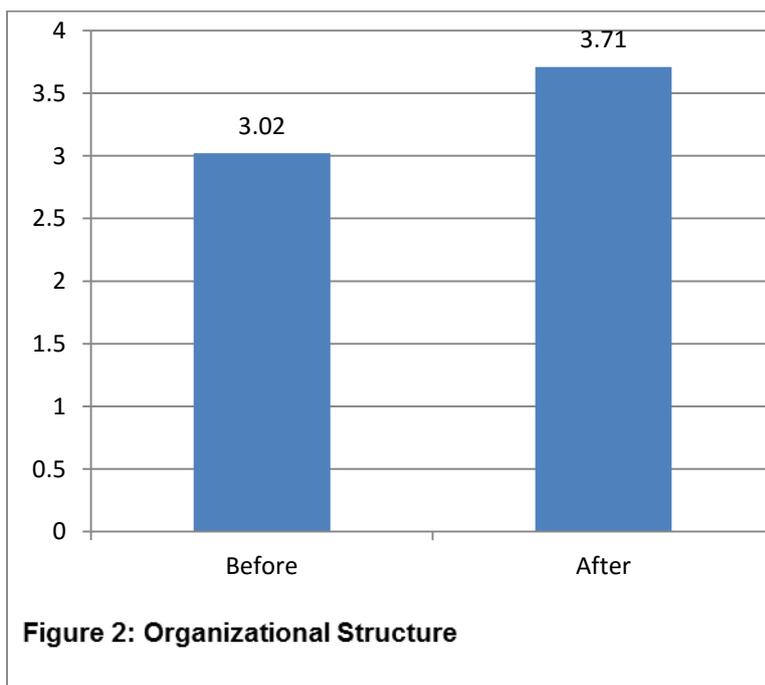


Figure 2 shows the Average Mean Score performance of the Organizational Structure before and after the restructuring of the ITF. The Figure shows that the performance of Organizational Structure had an Average Mean Score of 3.02 in the Old Structure before the restructuring and an Average Mean Score of 3.71 in the Old Structure. This indicates that the New Structure is performing better.

3.3 Staff/Manning Level in the ITF

To assess the performance of the Staff/Manning Level in the ITF before and after the Restructuring, the study got the following results as analysed in Table 4 and 5.

Table 4: Staff/ Manning Level in the ITF

Statements on Manning level	Mean Scores Before Restructuring	Mean Scores After Restructuring
Sufficient Number of Staff	2.76	4.29
Adequately Skilled Staff	2.97	3.9
Appropriate Posting of Staff to Relevant Departments/Area Offices/Centre	2.92	3.41
Encouraged Staff Training and Development	2.77	4.23
Staff Training and Development are Career Specific	2.84	3.79
Staff are encouraged to go on Staff	2.8	4.21

Development		
Average Mean Score	2.84	3.97

Table 4 shows the performance of the ITF as regards Staff Manning levels. It indicates that there are more Staff (Mean Score of 4.29) in the New Structure than before the restructuring (Mean Score of 2.76). Apart from larger number of staff, the New Structure also encourages the appropriate posting of staff to relevant Unit/Departments, Area offices/Centre (Mean Score of 3.41) as compared to the Old Structure (Mean Score of 2.92). Even though more staff were employed after restructuring, employment was not done in a haphazard way as it was based on available vacancies. The employment obviously helps the New Structure in meeting the needs and demands of its Client Organizations.

There is also an indication that in the New Structure, there are more skilled staff. Clearly, the position of the Fund's Management in encouraging staff Training and Development (Mean Score of 4.23) as against a Mean Score of 2.77 in the Old Structure has much impact on staff being better skilled coupled with the many qualified individuals that were employed in 2009.

However, for a more in-depth analysis of the Cumulative Mean Score for comparison, the following were obtained and presented in Figure 3.

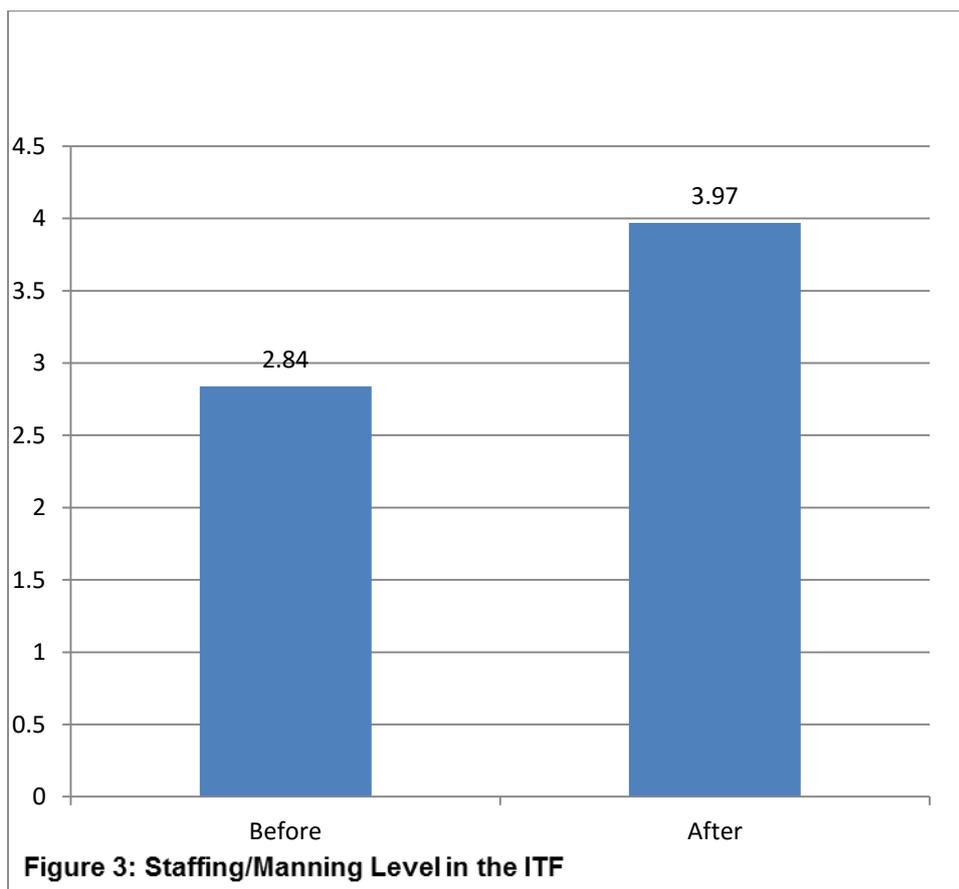


Figure 3 shows the average mean score on Staff/Manning level in the ITF before and after the restructuring. From the figure, it is evident that the New Structure is performing better in regards to having sufficient/adequately skilled staff, appropriate posting of staff to relevant Departments/Area Offices/Centres and encouraging staff on training which is career specific.

Table 5: Departments/Directorate by Number of Divisions and Sections

S/N	Departments	No. of Divisions/units	No. of Sections	Junior Staff	Senior Staff	Total No Staff
1.	BTD	4	12	8	60	68
2.	CRIT	3	7	8	46	54
3.	FSD	3	6	7	35	42
4.	ITD	4	11	11	52	63
5.	A&HR	2	6	64	64	128

6.	FAD	4	8	29	63	92
7.	Directorate	4		36	94	130

Source: Secondary data from ITF Organogram and 2010 Staff list

Table 5 shows that Administration and Human Resource Department has the highest number of staff (64 junior and 64 senior staff) manned by two Divisions. It was observed that, these two Divisions may not effectively manage the number of staff in Administration and Human Resource Department.

3.4 Leadership Qualities

Information on performance of the Leadership Qualities in the ITF before and after the Restructuring was sought. Data analyses are presented in Table 6.

Table 6: Leadership Qualities

Leadership Qualities	Mean Score Before Restructuring	Mean Score After Restructuring
Effective Demonstration of People Management Skills	2.94	3.84
Effective Coaching and Mentoring	2.8	3.59
Effective Supervision	3.16	3.74
Effective Delegation	3	3.72
Effective Teamwork	3.03	3.9
Average Mean Score	2.99	3.76

From Table 6, it is shown that in all the spheres examined, Management's leadership fared better under the New Structure. From the table, it is indicated that before the restructuring, Coaching and Mentoring had a Mean Score of 2.80, Supervision a Mean Score of 3.16 with Teamwork scoring 3.03.

In the Present Structure, there are remarkable increases in effective demonstration of People Management Skills (Mean Score of 3.84), Coaching and Mentoring (Mean Score of 3.59), Supervision (Mean Score of 3.74) and Delegation (Mean Score of 3.90). These results buttress the fact that the present Management is People-Oriented. It is motivated and driven by the need for greater participation, better supervision and effective teamwork within the system. These leadership qualities of the Management are obviously stimulus to staff who now feels they are being carried along in the performance of the Fund's programmes and decision making processes. No wonder there seems to be more commitment on the part of staff.

Further probing to acquire data for better comparison yielded the following result, as presented in Figure 4.

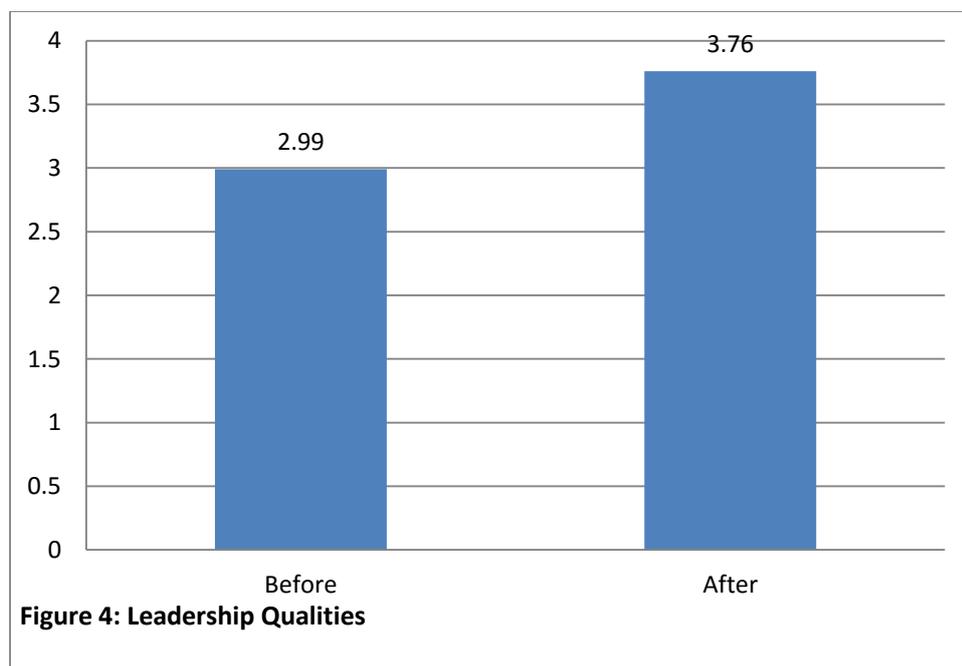


Figure 4 shows the Mean Scores on leadership qualities before and after the restructuring of the ITF. From the figure, it is evident that the Present Structure is performing better in relation to; effective coaching and mentoring, effective supervision, delegation and teamwork. The present leadership

qualities of the Management are better appreciated than before the restructuring of the ITF.

3.5 COMMUNICATION

Information on Communication in the ITF before and after the Restructuring was sought. Data analyses are presented in Table 7.

Table 7: Communication in the ITF

Communication Channel	Mean Score Before Restructuring	Mean Score After Restructuring
Proper and timely information dissemination within ITF	2.81	3.67
Appropriate channels of communication exist between Management and staff	2.91	3.89
Information flows from top to bottom freely	3.11	3.84
Information flows from bottom to top	2.63	3.32
Information flows quickly and freely	2.8	3.67
Average Mean Scores	2.85	3.68

From the table, the existence of appropriate channel of communication between Management and Staff has a mean score of 2.91 before the restructuring and a mean score of 3.89 after the restructuring. Similarly, information flow from top to bottom has a mean score of 3.11 before the restructuring and a mean score of

3.84 after the restructuring. This shows that the flow of information within the Present Structure is better than before the restructuring. The openness in the channel of communication from up to down and vice versa affirmed the commitment of Management to Participatory Decision making Process.

Further need to obtain data for better comparison yielded the following results. The data are presented in Figure 5.

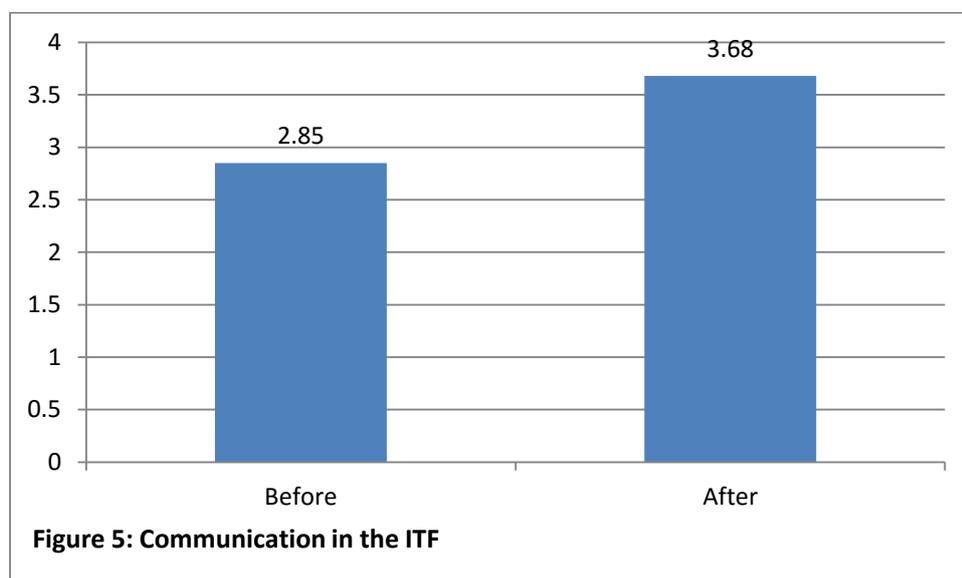


Figure 5 shows the mean score of Communication Channel within the ITF before and after the restructuring. From figure 5, it is clear that the Present Structure is performing better in regard to; having appropriate channels of communication, information flows freely from top to bottom and vice versa and there is proper and timely information dissemination within the system than before the restructuring. The free flow of information within the present system has greatly reduced negative vices such as rumor mongering, grapevine, and petition writing in the system.

3.6 Financial Management

Information on Financial Management in the ITF before and after the Restructuring was sought. Data analyses are presented in Table 8.

Table 8: Financial Management in the ITF

Financial Management	Mean Score Before Restructuring	Mean Score After Restructuring
Effective Management of Resources	3.3	3.57
Efforts made at Controlling Expenditure	3.27	3.49
Emphasis Placed on Controlling Waste in the ITF	3.14	3.52
Average Mean Scores	3.24	3.53

Table 8 shows the Mean Scores on Financial Management in the ITF before and after the restructuring. From the table, it is evident that the New Structure has performed better than the old one in Effective Management of Resources, Controlling of Expenditure and Waste in the System with Mean Scores of 3.57, 3.49 and 3.52 respectively as compared to mean scores 3.3, 3.27 and 3.52 in the Old Structure. This shows that the Present Structure is performing better in Financial Management of the Fund's Resources than before the restructuring.

A further probe by the researchers to determine the cumulative performance in Financial Management of the Funds' Resources in the Old and New structures of the Fund yields the results presented in Figure 6.

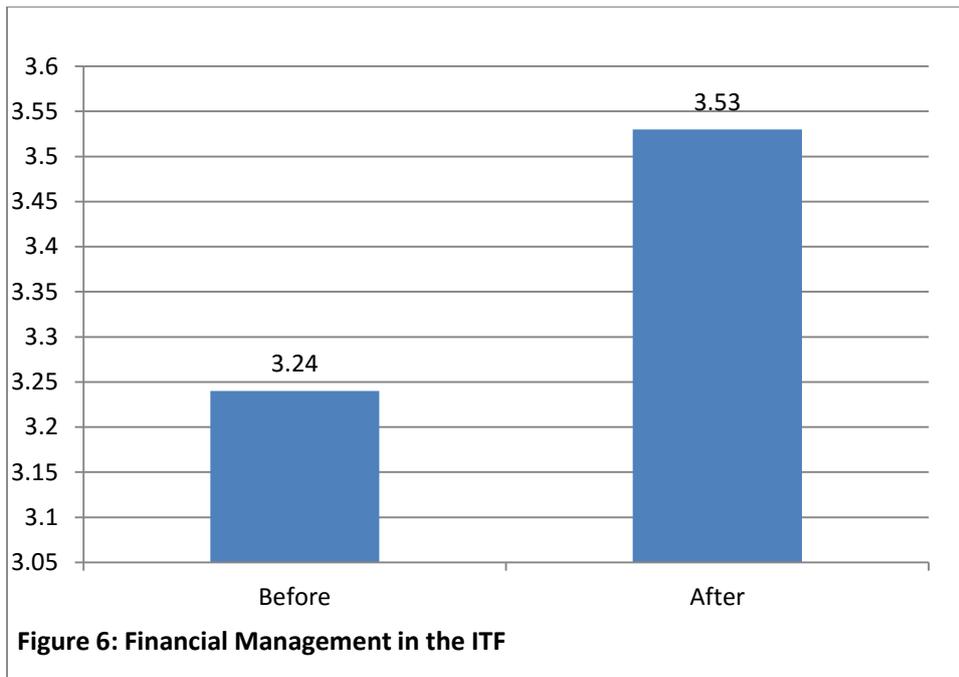


Figure 6 presents an aggregate Mean Score of the performance of the ITF in regards to Financial Management before and after the restructuring. From the figure, Financial Management has a Mean Score of 3.24 before the restructuring and a Mean Score of 3.53 after the restructuring of the ITF. This implies that there is an improvement in Financial Management practices under the New Structure than was obtainable in the Old structure. This has transformed into improvement in Management of resources, reduction in waste and unwarranted expenditure.

3.7 STAFF WELFARE

On Staff Welfare in the ITF before and after the Restructuring, the study obtained the following information. The data analyses are presented in Table 9.

Table 9: Staff Welfare in the ITF

Staff Welfare	Mean Score Before Restructuring	Mean Score After Restructuring
Improved Conditions of Service	2.64	4.36
Prompt Payment of Salaries	4.38	4.73
Average Mean Scores	3.51	4.55

Table 9 presents the Mean Scores on issues of Staff Welfare in the ITF before and after the restructuring. From the table, it is shown that Improved Conditions of Service has a Mean Score of 2.64 before the restructuring and a Mean Score of 4.36 after the restructuring. This demonstrates that in the Present Structure, Staff Welfare is better enhanced than in the Old Structure. Staff are expectedly happier and better motivated and as such, they contribute better to the growth and development of the Fund.

Similarly, prompt payment of salaries has a Mean Score of 4.38 before the restructuring and a Mean Score of 4.73 after the restructuring. Although, this variable has remained consistently high, the Present Structure maintained and improved on Prompt Payment of Salaries as Staff are paid their salaries as at when due. This lays further credence to the belief that the New Structure has Improved Welfare Scheme for staff.

Further search to determine the cumulative performance in Staff Welfare in the Old and New structures of the Fund yields the following results as presented in Figure 6.

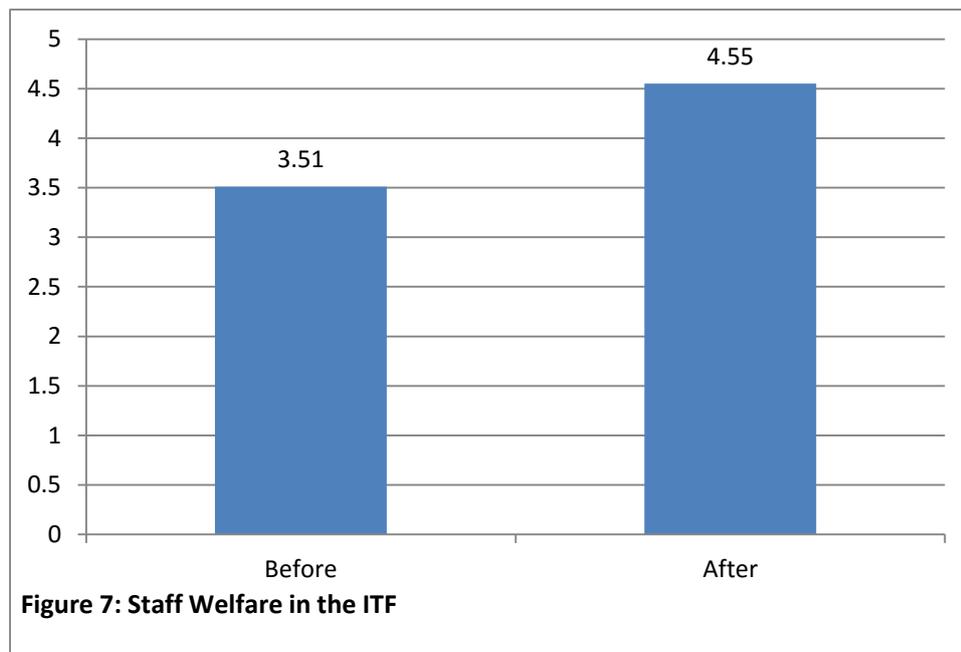


Figure 7 shows the Mean Scores in Staff Welfare issues in the ITF before and after the restructuring. From the figure, Staff Welfare which includes; improved conditions of service and prompt payment of salaries are better enhanced after the restructuring. Staff in the system are now more assured of Management’s commitment to their welfare than before the restructuring.

3.8 Relationship of the Fund with External Environment/ Stakeholders

The study sought information on the ITF’s Relationship with External Environment /Stakeholders before and after the Restructuring. The data analyses are presented in Table 10.

Table 10: Relationship with External Environment/Stakeholders

	Mean Score Before Restructuring	Mean Score After Restructuring
Provision of Excellent Service Delivery	3.26	4.14
Use of Best Practices	3.21	4
Use of Modern Technology in Training Delivery	2.92	4.23
Timely Reviews and Investment in Technology	2.81	4.01
Average Mean Scores	3.05	4.10

Table 10 presents the Mean Scores before and after the restructuring on Fund's relationship with Clients, Stakeholders and other neighbours. From the table, provision of Excellent Service Delivery has a Mean Score of 3.26 before the restructuring and a Mean Score of 4.14 after the restructuring. Similarly, the use of Modern Technology in training delivery has a Mean Score of 2.92 before restructuring and a Mean Score of 4.23 after the restructuring in the ITF. This shows that the Present Structure in the ITF is serving the needs of Client Organizations and Stakeholders better.

Further analysis of data for a clearer comparison yielded the following results as presented in Figure 8.

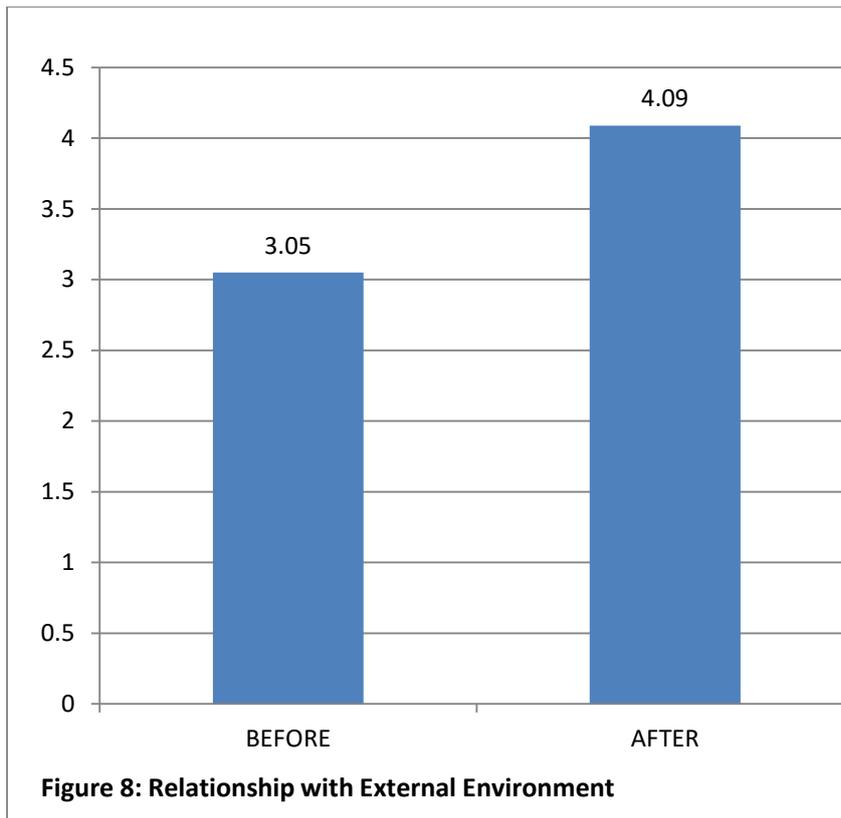


Figure 8 shows the Cumulative Mean of relationship with External Environment/Stakeholders before and after the restructuring of the ITF. From the figure, it is confirmed that the Present Structure is performing better in the area of relationship with Clients/Stakeholders than the previous structure. Relationship with Clients/Stakeholders in terms of provision of Excellent Service Delivery, use of Best Practices and Modern Technology in Training Service Delivery is better enhanced after the restructuring of the ITF.

3.9 Functions to be Re-assigned to Other Departments

3.9.1 Introduction

The study sought to discover, if there are Functions which respondents believe should be re-assigned to other Departments in the ITF after the Restructuring. The data analyses are presented in Table 11.

Table 11: Distribution of Respondents on Re-assignment of Functions

Variable	Frequency	Percentage
YES	47	27.8%
NO	122	72.2%
Total	169	100%

Table 11 shows the responses of staff on whether there are functions currently performed by a Department which should be reassigned to other Departments. From the table, it is shown that 47 or 27.8% of the respondents felt that there are functions that need to be re-assigned to other Departments, while 72.2% felt otherwise. The interview also reveals this fact.

A Director for instance observed:

The National Training Conference should be moved to a Training Department. Specifically, to CRIT Department-R&D Division because it's a Training Programme. Safety Courses should be run by ITD alone. I also believe that collaborations with external Agencies should be carried out through Public Relation Unit only.

Another Director opined:

Revenue Unit should remain as a Unit under Finance and Accounts Department, since it is imperative that the Head of FAD should be aware of what is coming in and going out of the Fund in order to regulate funds. SMEs should remain in Entrepreneurial Division in BTD. It's is pure business so should remain there.

Among those that felt that some functions need to be reassigned (i.e. 47 or 27.8%) the following functions were identified. These are presented in Table 12.

Table12: Functions and Departments to which they are to be Re-assigned

Functions	Department Currently Performing the Functions	Departments to which Functions are to be Re-assigned
Development of New Training Packages	BTD	CRIT
In-depth Diagnostic Study	BTD	ITD
Training Needs Assessment	ITD/BTD	CRIT
Research Activities	PR/ITD/Admin/CFE	CRIT
National Training Conference	PR&P	FSD
SIWES Accounts	Finance	FSD
Discovery of New Employers	Finance	FSD
Issuance of Course Certificates	HQTs	Area Offices/Centres
Registration of Contractors	Finance	Admin

Store Management	Finance	Admin
External Relationship and Linkages	PR	CRIT
ITF collaborations	ITD/BTD	PR
Curriculum Design and Development	BTD	ITD
Grant and Reimbursement	FSD	FAD
Hospitality and Front Office Supervisory	BTD	ITD

3.10 Functions not Currently Performed by the ITF

3.10.1 Introduction

The study sought to discover if there are Functions currently not being performed but which the ITF needs to start performing. Responses indicate that there are. These are presented in Table 13.

Table 13: Functions Currently Not Performed by the ITF

FUNCTIONS	Department to which the Functions are to be Assigned
Accreditation of HRD Practices in Nigeria.	BTD
Apprenticeship Training in the Informal Sector.	ITD
Approving and accrediting Skills Training Centres.	BTD
Setting standard for practice for Management Consultants.	BTD
Establishment of more Vocational Skills Centers as Diploma awarding Institutions.	ITD
Screening of expatriate workers in Nigeria to ascertain their	FSD

skills and competencies before work permit is issued.	
Supervision/Regulation of activities of Training Consultant.	FSD
Partnering with CBN to generate more Funds.	FAD

Table 13 shows functions currently not performed by the ITF but which the respondents across all Departments, Area Offices, Training and Skills Centres feel should be included in the Funds' Mandate.

PART FOUR: SUMMARY OF FINDINGS, RECOMMENDATIONS AND CONCLUSION

4.0 Introduction

This part presents highlights of major findings, recommendations and conclusion.

4.1 Summary

Major findings of the Study include the following:

4.1.1 Key Result Areas

Performance in Key Result Areas of the ITF has greatly improved under the New Structure. They are:

- Identification of Training Needs.
- Processing and payment of employers' Training Claims.
- Development of Customized Safety Training Packages.
- Monitoring of approved in-house training.
- Implementation of Training Programmes.
- Discovery and Registration of New Companies.
- Verification of Company's Accounts
- Collection of Training Contributions

However, there is need to improve in the following areas even though there is a marginal improvement under the New Structure. They are:

- Monitoring of approved in-house Training.
- Appraisal of Apprenticeship training Scheme in Companies.
- Harmonization and Installation of VAT programmes.

- Implementation of Productivity Efficiency Improvement Training

4.1.2 Organizational Structure

There is evidence of better performance in the Organizational Structure of the Fund in the following areas:

- Clear Organizational Concept/design
- Support for Change And Innovations
- Sensitivity to the External Constituency
- Clearly defined Roles
- Clear Departmental Functions
- Cooperation between the Headquarters and Area Offices
- Healthy competition among Departments

4.1.3 Staffing / Manning Level in the ITF

Staffing and Manning Levels in the ITF is carried out better under the New Structure in terms of:

- Sufficient number of staff
- Adequately skilled staff
- Appropriate posting of staff to relevant Departments/Area Offices/Centres
- Capacity Building: The staff of ITF are being encouraged to develop themselves and sent on more staff development and training courses both within and outside the shores of Nigeria than ever before. Training is now more career-driven than before.

- Administration and Human Resource Department has the largest number of staff with two Divisions while other Departments operates with minimum of three.

4.1.4 Leadership Qualities

Leadership qualities are more enhanced in the Present Structure in the following areas:

- Coaching and mentoring
- Supervision
- Delegation
- Teamwork
- Demonstration of people management skills

4.1.5 Communications within the ITF

Communications within the ITF is better enhanced in the New Structure, in the following Areas:

- Proper and timely dissemination of information
- Appropriate channels of communication
- Information flows freely and quickly
- Information flows from top to bottom and vice versa

4.1.6 Financial Management in the ITF

Performance of the New Structure in Financial Management is more enhanced particularly in the following areas:

- Controlling of unnecessary expenditure.

- Effective management of ITF Resources.
- Controlling of waste within the System.

4.1.7 Staff Welfare

Welfare of Staff is better attended to in the New Structure as the Fund has better Conditions of Service for Staff and there is prompt payment of staff salaries.

4.1.8 Relationship with External Environment/Stakeholders

Presently, ITF relates better with the external environment than in the previous structure in the areas of:

- Excellent Service Delivery.
- Use of best practices.
- Use of Modern Technology in Training Service Delivery.

4.1.9 Functions to be Re-assigned to Other Departments

There are some functions currently performed by some Departments which should be re-assigned to other Departments. These include the following:

Development of New Training Packages

In-depth Diagnostic Study

Training Needs Assessment

Research Activities

National Training Conference

SIWES Accounts

Discovery of New Employers

Issuance of Course Certificates

Registration of Contractors

Store Management

External Relationship and Linkages

ITF collaborations

Curriculum Design and Development

Grant and Reimbursement

Hospitality and Front Office Supervisory

4.2 Recommendations

A major finding of the study is that the New Structure has greatly enhanced the mandate of the Industrial Training Fund as compared to the old in term of achievement in Key Result Areas, improved Staff/Manning level, improved Leadership qualities, clearer and better definition of Roles and Organisational concept, Staff welfare and better Financial Management practices. However, the following recommendations are made with the expectation that if implemented, they would further improve the Fund's performance:

- Management should constitute a Committee to determine functions of each Department with a view to eliminating duplication of functions among them.
- The Fund should integrate and employ modern and best practices and strategies in the delivery of its Key Result Areas.
- Productivity Efficiency and Improvement Training (PEIT) and Identification of Training Needs should be conducted and re-emphasized as pre-requisites for designing, developing and implementing of training

programmes. These should be conducted by BTD and CRIT Departments respectively.

- The Research and Development Division and Curriculum Development Division (CDD) should work closely with other Training Departments in Identifying Training Needs and Skills Gap in Commerce and Industry and the Development of Training programmes to address needs and bridge gaps.
- More Divisions should be added to the existing ones in Administration and Human Resource Department to enhance better management and coordination of staff.
- Revenue and Investment Division could be considered for upgrading to a Department.
- The reviewed Act of the ITF should be put in focus for further review of the Funds' structure so as to accommodate the spread of clients within the Area Office coverage.
- Management should imbibe the culture of frequent evaluation of the Organization in order to obtain adequate feedback necessary to identify Structural Organisational deficiencies early enough with a view to redressing such timely. Interactive sessions should be held frequently with all staff at various levels to be able to generate required information useful for making judgment that will lead to good decision-making.
- Management of the ITF should often carry out evaluation needed to provide periodic feedback to help make valued judgment on the status of the New structure. The feedback will help to determine if there are defects in the Organisation's Structure, design and implementation. The feedback will also provide information for improving Management decisions. It will be useful in uncovering the extent to which the procedural design as specified by the Blueprint and Roadmap are being followed.

- Management must continuously monitor the potential source of success or failure of the Fund's Structure. It must lay emphasis on close observation and continuous appraisal of the Structure. This must be done through appraisal which presupposes the utilization of psychological and non-psychological testing techniques as are being employed in this study.
- Management needs to constantly review results on all aspects of the structure. It must inculcate the culture of adequate planning, specifications of things demanded by the New ITF Structure and closely monitor to ensure that these things are implemented.
- Management must help all categories of staff to understand the main features of the New Structure vis-à-vis specifications of Government Policies, the Blueprint and Roadmap. There must be frequent discussions among all staff in order to carry everybody along.
- Management should encourage and strengthen research efforts in the Fund so that training would be based on Identified Training Needs rather than on perceived needs.

4.3 Conclusion

This study has filled a gap in knowledge concerning the performance of the ITF under the New Structure thus, meeting the urgent need of discovering how the ITF is faring since the restructuring. The findings have provided empirical evidence that the New Structure is performing better than the old one.

It has also met the hitherto unmet need of discovering the extent to which the implementation of the restructuring has been consistent with the specifications of the Blueprint and ITF Strategic plan. Theoretical insights show that the restructuring is at a high stage of implementation. Embedded in these findings is the obvious fact that timely and frequent evaluations are needed to ensure that the Fund attains the required status in its performance level. This awareness calls for better collaborative and adaptive strategy to be adopted by the Fund.

It is imperative, therefore, that continuous evaluation of performance of the Fund be carried out in other to help ITF remain relevant and competitive.

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J	RELATIONSHIP WITH EXTERNAL ENVIRONMENT (OTHER STAKEHOLDERS)	The Fund provides Excellent Service Delivery													
		The Fund uses Best Practices													
		The Fund uses Modern Technology in its training Programmes													
		The Fund carries out timely Reviews and invests in technologies													

SECTION D: OTHER INFORMATION

7. Are there functions, currently performed by a Department which you feel should be moved/reassigned to another Department?
 Yes No

8. If Yes to Question 7, identify the function(s), current Department and the Department they should be reassigned to in the table below.

S/N	FUNCTION	Department Currently Performing The Function(s)	Department to be reassigned
1			
2			
3			
4			
5			
6			
7			

9. Are there functions which are currently not performed by the ITF which you feel should be captured in the Fund’s mandate Yes No

10. If yes to Question 9, please list the functions and the Departments to carry them out in the table below.

SN	Functions	Department to be assigned the function
1		
2		
3		
4		
5		
6		
7		

**APPENDIX C: INTERVIEW SCHEDULE
FEDERAL REPUBLIC OF NIGERIA
INDUSTRIAL TRAINING FUND**

1. What informed the restructuring of the ITF?
2. How is the new structure performing in line with the objectives of the restructuring?
3. How is the new structure fairing in relation to the old structure or vice versa?
4. Which function(s) performed in a particular Department do you feel should be moved or reassigned to another Department.
5. Give reasons.

APPENDIX D: EXPLANATION OF ACRONYMS

A&HR: Administration and Human Resource

BTD: Business Training Department

CRIT: Consultancy, Research and Information Technology

FAD: Finance and Audit Department

FSD: Field Services Department

ITD: Industrial Training Department

ITF: Industrial Training Fund

KRA: Key Result Area

OPS : Organised Private Sector

PR: Public Relations

**APPENDIX E: TABLE SHOWING AREAS OF DUPLICATION OF FUNCTIONS
AMONG DEPARTMENTS**

Duplication of Functions among Departments

S/N	Functions	Departments Responsible for the Functions	Department to which the Functions Should be Re-assigned
1	In-depth Diagnostic Study	BTD,CRIT	CRIT
2	Research Activities	All Departments/ CFE	CRIT
3	Process Consulting	CRIT	BTD
4	External Relationship and Linkages	All Departments	PR
5	Identification of Training Needs	BTD, ITD/Area Offices	CRIT
6	Curriculum Design and Development		BTD
6	ITF Collaborations	ITD, BTD/ CRIT	PR