Community Stakeholders' Perspectives on Poverty Alleviation in a University Town

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Abstract

Poverty is pervasive in Nigerian communities and is entrenched in both rural and urban centres. Nigerians see hope in the locating of institutions as means of improving livelihood. The paper studies the stakeholders' approach to poverty alleviation in a town where a private mission university is sited. Using the technique of correlation supported with bootstrapping, stakeholders' responses indicate that education is a key factor in poverty alleviation as it is a cause and solution. Public sector investment is required in the areas of road and energy. and youth participation is required for programmes to succeed. Stakeholders' perspective is also affected by the kind of education they have received and management of intervention programmes must be by agreement and understanding between them. The paper recommends the increase in the opportunities to be made available for the indigent indigenes to be empowered by formal or vocational education. There is also a need for transparency in stakeholders' management of intervention programmes to ensure complete success.

Keywords: Stakeholders, Education, Land, Investments, Intervention.

JEL: H54, I32

Introduction

Poverty as a major issue in Africa and some developing countries of the world continues to elicit new ideas of interventions. Countries have been involved in battling poverty to increase prosperity through various ingenious and internationally sponsored programmes, some of which, in them, have little or no bearing on local or domestic underpinnings of poverty at the micro level of the community. The causes of poverty cannot be entirely pinned to a few factors that can be solved from the international viewpoints nor can it be handled entirely from international perspective, .though a few factors such as education and lack of investment capital have been identified (Ajakaiye and Adeyeye, 2001). The stakeholders' views on the causes and reduction or alleviation processes have not been properly explored as this study discovered. Particularly, institutions that have interest in poverty reduction strategies are yet to fully explore the options of engaging a community-based stakeholders approach and their involvement in attempts to alleviate or reduce poverty in various communities knowing full well that problems are community-specific and solutions therefore should be more so.

The rising level of poverty in Nigeria is assuming a worrisome dimension as empirical studies have shown. Nigeria has at least half of its population living in abject poverty (Ojo, 2008). Similarly, the publication of the National Bureau of Statistics (NBS, 2007) the summary incidence of poverty in Nigeria shows that during the period 1980-2004 national poverty rose from 28.1 % minimum to 65.6 % maximum.

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Abiola and Olaopa (2008) states that the scourge of poverty in Nigeria is an incontrovertible fact, which results in hunger, ignorance, malnutrition, disease, unemployment, poor access to credit facilities, low life expectancy as well as a general level of human hopelessness.

Nwaobi (2003) asserts that Nigeria presents a paradox: the country is rich but the people are poor. According to Omotola (2008), Nigeria is richly endowed and the country's wealth potentials manifest in the forms of natural, geographical, and socioeconomic factors. With this condition, Nigeria should rank among the richest countries of the world and have no business with extreme poverty. However, Okpe and Abu (2009) perspicaciously remark that Nigeria has witnessed a monumental increase in the level of poverty. According to them, the poverty level stood at 74.2 percent in the year 2005.

In line with the above, this study evaluates the opinions of the stakeholders', options provided and their views on causes of poverty and possible interventions needed to alleviate poverty in a town hosting a university that intends to impact on the community.

Current Related Literature

Historically, poverty has been related to income, which remains at the core of the concept today. However, 'income' is itself no less problematic a concept than 'poverty': it has to be carefully and precisely elaborated also. Other resources such as assets, income in kind and subsidies to public services and employment should be imputed to arrive at a comprehensive but accurate measure of income. People can be said to be in poverty when they are deprived of income and other resources needed to obtain the conditions of life - the diets, material goods, amenities, standards and services - that enable them to play the roles, meet the obligations and participate in the relationships and customs of their society (Adeyeye, 2000). The determination of a poverty line cannot be based on an arbitrary selection of a low level of income. Only scientific criteria independent of income can justify where the poverty line should be drawn. The multiplicity and severity of different types of deprivation can constitute those criteria.

Sen's (1977) concept of poverty covers all the three elements of life. Poverty means an inability to obtain the human right to health and education. It is expressed as *capability deprivation*, referring to what we can or cannot do, can or cannot be. This includes, but goes beyond material lack or want to include human capabilities: for example skills and physical abilities, and also self-respect in society. Deprivation can be regarded as multi-dimensional, with material lack or want as only one of several mutually reinforcing dimensions. It includes right to earn income also. This inability finally leads to doubts about self survival. There is no one cause or determinant of poverty. On the contrary, combinations of several complex factors contribute to poverty. They include low or negative economic growth, inappropriate macroeconomic policies, deficiencies in the labour market resulting in limited job growth, low productivity and low wages in the informal sector, and a lag in human resource development. Other factors which have contributed to a decline in living standards and are structural causes or determinants of poverty include increase in crime and violence, environmental degradation, retrenchment of workers, a fall in the real value of safety nets, and changes in family structures. However, the household determinants of poverty include: age and education of different household members (head), number of income earners, household composition and size, assets owned by household, access to basic social services sex, ethnicity of head, location variable (rural or urban), sector of employment, remittances to households etc.

Sen (1985) says poverty can be seen as 'snatching something fundamental from somebody.' Poverty, when conceived in this way, becomes easier to understand, measure and alleviate. Low level of income is an extremely narrow parameter of poverty. Generally, that is the only factor held responsible for the existence of poverty. Despite this shift to a multidimensional poverty concept, monitoring has continued to rely on the income measure. At the global level, the $1/day (PPP) measure developed and updated regularly by the World Bank is the one that is consistently used to monitor the size and trends in global poverty. At the national level, most governments define poverty threshold lines by household income. Some measures of poverty used by researchers also rely on the income and consumption-based measures. Another measure of poverty is imbalanced diet. One reason why the $1/day measure is relied upon for overall monitoring purposes is the need to look at one number rather than 49 different ones of the MDG's to make an overall assessment of progress (World Bank, 1996a) and for comparative purposes. It is useful to have focused measures of critical areas of human wellbeing such as child mortality or access to clean water.

It is difficult to decide which one to use in making an overall assessment about whether poverty is improving or deteriorating. A composite measure therefore is needed to make this overall assessment that can aggregate the different features of deprivation. The HDR 1996 introduced the Human Poverty Index (HPI) to fill this gap. It is a composite measure set in the capability and human development space, drawing on the several important perspectives that have enriched our understanding of poverty. In this framework, poverty is the deprivation side of human development - the denial of basic choices and opportunities to lead a long, healthy, creative and free life; to enjoy a decent standard of living; and to participate in the life of the community including political freedom and cultural choices.

Human poverty Index (HPI) is a measure of capability deprivation; it aims to capture 'human poverty' as distinct from 'income poverty', i.e. failures to achieve the basic capabilities needed for human functioning rather than any given level of consumption or income. Like the Human Development Index (HDI), the HPI is a highly incomplete measure and does not capture many of the dimensions of full life, nor the social conditions that are necessary. Sen refers to five 'instrumental freedoms' essential to a life of dignity, as economic facilities, social opportunities, political freedom, security and transparency guarantees. Neither the HPI nor HDI include indicators of political freedom, security and transparency. The challenges of measuring human poverty are considerable, starting with the selection of key dimensions, their weighting, and a search for appropriate data sets. Important aspects of human poverty, notably those relating to popular participation such as political freedom and cultural choices, are simply not quantifiable or lack data and thus not included (World Bank, 1996b). The UNDP Human Development Index (HDI) for 2000 ranked Nigeria as the 142nd with HDI of 0.40 among the poorest countries.

Still, HPI is a more adequate measure of deprivations in human lives than the income poverty measure. HPI focuses on three of the four key dimensions of HDI: the capability to (i) survive, measured by vulnerability to early death (defined as before 40 years); (ii) be knowledgeable, measured by the adult illiteracy rate; and (iii) have access to private income as well as public provisioning, measured by the percentage of malnourished children under five and by the percentage of people without access to safe water. These particular measures are not so relevant in the richer industrial societies (Demery and Squire, 1996). Thus, an adjusted index (HPI-2) was developed with indicators more suited to high income OECD countries. The HPI estimates are published in the annual Human development Reports (HDRs). The HDR (2006) shows some interesting trends that contrast it from the $1 a day measure. Although HPI and the $1 a day headcount measure are broadly correlated, there are considerable divergences between them.

The analysis of the depth and severity of poverty in Nigeria showed that rural areas were the more affected but there is also a significant level of urban poverty. This has been attributed to the under-provision of facilities and amenities which are inadequate to match the growing demand of the urban population as well as the rural-urban migration which has caused serious pressure on the existing infrastructure. The basic causes of this situation can be adduced to lack of concern from the government, the promotion of rent seeking activities above real production, lack of opportunities for majority of the people and lack of accountability and corruption as innate factors. All these manifests in non-performance of the social service sector that should overtime drive the economy. The CBN/World Bank study on Poverty Assessment and Alleviation in Nigeria (1999) attests to the fact that the living and environmental conditions of people in the rural areas have worsened. Concerns about the problems as well as efforts made to reduce it cannot be said to be new. Indeed sub-Saharan Africa has been characterized as being among the poorest regions of the world. Poverty in the region has increased due to global economic policies, political instability, civil wars and Structural Adjustment Programmes (SAP) among others. The World Bank (2002) reports that 70% of the world's poor live in the rural areas and Saji and Canagarajah (2001) agrees that over 70% of Nigerians live in rural Nigeria and more poor people live in the rural than urban areas (CBN, 2000) The case-study community is neither rural nor should it be poor.

The University and Community Stakeholders

Most universities establish research units and commission groups to do academic research on solving poverty related challenges most which end up as published papers. The university units are established to bring a consultative approach to dealing with the issue given the practical problems related to poverty. Communities are tired of the difficulties encountered in either implementing previous recommendations or simply the disinterestedness in the attempt to do something about the findings. This has turned most universities efforts to academic values only, rather than have a meaningful impact on the host community.

The University set out to achieve a community impact as one of its main functions especially with the endemic nature of poverty in this community. As a result of the forlorn nature of the people in the community, the University's objective was to discover the intervention desired to achieve a continuous reduction or alleviation of poverty and a sustainable programme to enable the university impact to be meaningful. The community stakeholders provide the head start for all alleviation process that must be community-based where participants engage opportunities for growth that have been presented and see such intervention programmes as their own to be maintained by them. This is a novel idea by a private University sponsoring the study on how best to intervene and improve the lives of locals in the environment where it operates.

Reade *et al* (2008) highlight stakeholders' role played by non-governmental organisations and includes the dialogues to establish and indentify problems which may not be fully shared by all. The World Bank (2003) informs that the role of stakeholders include the specific and peculiar information not ordinarily available on the impact of local poverty traits and the needed interventions by targeting the groups most vulnerable.

The use of land by the community as the main natural resource for the purpose of wealth creation is known within the neighbourhood as Moene (1992) shows that futility of land is important in the escape from poverty by the locals. Nevertheless, where land scarcity is not the issue, the encroachment of the city makes every piece of land valuable, then the price of land is the seen as a means of survival by the community and a means to escape from poverty by exchange.

Stakeholders' Keymen Impacts and the Community

The role of the major stakeholders in the community is handled by the keymen who are known and acceptable leaders of the various groups they represent. The consideration for stakeholders in this university town is hinged on believe that these persons can and will find it easy to influence the community decision making process A stakeholder is a person, group or organization that has direct or indirect stake in an organization because he can affect or be affected by the organization's actions, objectives, and policies. Key stakeholders in a community therefore will include those to be held responsible for activities in the community and can hold themselves out as one. A stakeholder in this community is that person who is acceptable (not necessarily popular) in certain areas of decision making and life of the community.

The university is a product of a Christian mission whose presence has been impactful in the life of the community. The university has its strong non-negotiable beliefs, values and attitude. The town is known for its being close to serious commercial and industrial centre and with large expanse of land much of which has been sold. In itself, it is the most industrial community in its state. It is enjoying the status of being second most industrialised town in the country. Indigenes are largely uneducated, with the few there are not resident locally. Its indigenes enjoy the ownership of large parcels of land, which is one of the attractions of industries and this Christian mission university

Methodology

A stratified method of sampling was adopted to pick the likely respondents who are expected to meet minimum set criteria. The criteria were adopted to determine their understanding of the poverty situation in the town. The main criteria were a stakeholder (a) must be an indigene of the town (b) must be educated with at least post secondary qualification (c) must be residing in the town for the past five years (d) must hold a specific position in the town. The position held in the town and community is recognised in the following areas (a) academic (b) religious leaders for both Muslim and(c) Christian communities (d) a leader in industry (e) a political /public office holder and (f) official of the Palace. The methodology adopted in the study enables the measurement of dispersion and variation in the submissions of the keymen interviewed.

The questions are in five sections that have been segregated into compartments and are as listed below:

a. The definitions and manifestations (poverty inducements, meaning and causes) with subdivisions grouped as lack of land, illiteracy and improper investment (of proceeds of land sales)
b. Investment required to be made in order to alleviate poverty (both short and long term investment by both the public and the private sectors). These are in the areas of education (including vocational institutions), agriculture and infrastructure

c. Non-investment policies and actions, Governments' role in the poverty alleviation process: these include elimination of multiple tax regime and insecurity

d. Private sectors' and non-government organisation actions (autonomous and supportive): these are the partnership with the public sector for effective programme implementation, and endorsement of catchment principle

e. Programme ownership and youth participation mainly long-term programme, ownership sustenance and participation

Methods and Techniques

This measures the severity and intensity of the responses by the six main respondents who have the qualifications ascribed above. The technique of correlation is then adopted to show the strengths of relationship between the responses of the respondents. Stratified sampling techniques were used to identify and pick the respondents. The respondents eventually selected were *RELC, RELM, PBLC, PALC,* and *INDL* for the Christian religious leader, Islamic religious leader, public/government official, palace respondents and the industrialist respectively. The position of the academic is missing as a result of the difficulty of finding one who is resident within the community. The respondent was subsequently removed.

To carry this through, a framework was developed to score the responses provided by the key men that were interviewed. The grid enabled the proper decomposition of the responses per interviewee. The first step is to correlate the responses of the respondents. The grid helps to see and weigh the worth of the responses by testing with a test for significance. Thirteen options were appointed based on the earlier studies in the community. Three important determinants were indentified for causes of poverty, namely lack (or disposal) of land, education and investment. Nine suggested solutions were also indentified as the areas of attention for stakeholders to tackle in order to reduce the incidence of poverty in this community. All these were achieved though a pilot study earlier carried by the group. Solutions to the alleviation problems were indentified. They are educational development (both vocational and formal), infrastructural provision (power and road network), agricultural settlements, other state sponsored enterprises, removal multiple taxation, provision of security, public private partnership in setting up of facilitates, use of catchment areas agreement, community programme ownership and youth participation in programmes. The scoring of the respondents' responses was done to include only those considered critical and significant in the asserted problems and solutions. The scores range from 6, (highest) to 1 (lowest) for responses such as *critical, significant, essential, useful, noticeable and trivial.*

Results and Discussions

The results of the interviews and responses depict firstly, the depth of understanding of the issues at stake and correlation of the causes and solutions in the responses of the respondents. Therefore, the educational level of the respondents (stakeholders) becomes important. The level of understanding of each available stakeholder therefore affected the quality of response received from the respondent. The results indicate the various determinants of poverty as being significant, but choices were made by using the main statistic **the mean** in consideration with other parameters to decide the more important ones of them.

The first set of variables represents those that directly cause poverty in the area under study. The second strands of variables are those that can be managed to influence a reduction in the level of poverty which are instruments of strategy to alleviate poverty in this community.

Table 1: Results Summary

The Determinants and Needed Alleviation Strategies of Poverty

Variables	Statistic (Mean)	Standard Deviation	Bias	Standard Error	t	Sig (2 tailed)
Land	5.8	.200	.0064	.1729	29.000	.000
Educ	5.0	.3162	-.0034	.2746	15.811	.000
Linvt	3.0	.5477	-.0100	.4851	5.477	.005
EducII	5.4	.24495	-.0052	.2156	22.045	.000
Infra	5.4	.4	.0158	.3462	.34	.001
Agric	4.8	.5831	-.0044	.5299	8.232	.001
SOEntp	1.8	.3741	0.106	.3262	13.500	.000
Mtax	5.0	.3162	.0076	2767	4.811	.009
Insec	4.2	.2000	-.0064	.1729	15.811	.000
PPP	5.4	.24449	-.0010	.2145	21.000	.000
Cthct	3.8	.37441	.0022	.3290	22.045	.001
ProOp	5.6	.2449	. 0042	.2199.	10.145	.000
YouPart	5.6	.2449	0042	.2199	22.862	.000

Source: Analysis of Results from Responses of the Stakeholders.

The lack of workable land is a serious cause of poverty in the area given the *t* of 29.000 followed by lack of education of the community members which has a *t* of 15.811 and lack of investment by the people that have sold the land as possible cause of poverty. The *t* here is 5.477. This shows that the cause of the poverty is seen to beyond their efforts to combat or control since the proceeds of the sold pieces of land is insufficient to be invested for the future. On the basis of the parameters adopted for this study the two determinants are serious considerations as causes of poverty in this community, lack of investment from the proceeds is not important to cause poverty, though useful but insignificant enough for consideration as serious cause of poverty. The causes of poverty in the community in this case are due to lack of lack of land, education and investment projects. The two determinants that are seen as significant for the purpose of this study are lack of education and land. Investment projects either from the public sector or private, though significant by some parameters is not strong enough to command the attention of policymaker though the challenge is there.

Lack of these two essentials has made the environment and its people to attract capital from the external context for the development of the community. In the process much of the land space has been sold and the proceeds either insufficient for meaningful investment or that the holders did not think about investment at all, leading to its consumption. Of the solutions provided and suitable for this community, and with the benchmark was set at *4* as *essential.* Few of the solutions fail to qualify for attention from the stakeholders' viewpoint. From the stakeholders' perception of this community, the *state owned enterprises* and *catchment area agreements* do not qualify for attention as solutions. The two have the *statistic* of *1.8* and *3.8* respectively. The low numbers of the stakeholders in the study resulted in the high significant showing of the results.

The issue of vocational education for the community indigenes is imperative, where formal education can no longer be pursued, to empower indigenes and to become useful. Western education can empower the community, open new vistas to life and enable them to make free choices on future career and life. Vocational education still enables the people to acquire skills that would help in the engaging in meaningful employment. Infrastructure is about providing means of improving life, and in this case is defined narrowly to as the provision of power and energy and motorable roads for the community. Agricultural settlements though, funded by joint partners enjoy some support while reduction in multiple tax from various governments (local, state and federal) is seen as important to encourage businesses. Insecurity here has also enabled some persons to become law unto themselves with the belief that provision of employment would take these groups off the streets. The others almost ranking equally are all community based programmes that bring all the parties together. Each one of these have a *5.4 - 5.6* statistic. The results indicate the agreement on the perceived causes and solution to poverty in the community. Bootstrapping enables the correlations to be explored to show the properties of regression that can further be used to draw inferences on the study.

The industrialist and the Christian leader relates positively in the perspectives on poverty in this community with *r* *.824*. The highest correlation is from the combination of the palace officials and the industrialist with *r.927*. The relationship is high with the pubic office holder as well at *r .739*. The industrialist definitely is important in the solutions that may be provided being in grasp with most of the entrepreneurial challenges of poverty in this community.

Table 2: Correlation Showing the Covariance between Respondents

			INDL	*RELC*	*RELM*	*PBLC*	*PALC*
INDL	Pearson Correlation		1				
	Sig. (2-tailed)						
	Sum of Squares and Cross-products		33.231				
	Covariance		2.769				
	Bootstrap[a] Bias		0				
	Std. Error		0				
	95% Confidence Interval	Lower	1				
		Upper	1				
RELC	Pearson Correlation		.824[**]	1			
	Sig. (2-tailed)		.001				
	Sum of Squares and Cross-products		19.000	16.000			
	Covariance		1.583	1.333			
	Bootstrap[a] Bias		-.028	0			
	Std. Error		.165	0			
	95% Confidence Interval	Lower	.361	1			
		Upper	.951	1			
RELM	Pearson Correlation		.566[*]	.676[*]	1		
	Sig. (2-tailed)		.044	.011			
	Sum of Squares and Cross-products		12.077	10.000	13.692		
	Covariance		1.006	.833	1.141		
	Bootstrap[a] Bias		-.091[b]	-.014[b]	0[b]		
	Std. Error		.298[b]	.175[b]	0[b]		
	95% Confidence Interval	Lower	-.158[b]	.267[b]	1[b]		
		Upper	.862[b]	.938[b]	1[b]		
PBLC	Pearson Correlation		.739[**]	.719[**]	.574[*]	1	
	Sig. (2-tailed)		.004	.006	.040		
	Sum of Squares and Cross-products		22.231	15.000	11.077	27.231	
	Covariance		1.853	1.250	.923	2.269	
	Bootstrap[a] Bias		-.061	-.038	-.122[b]	0	
	Std. Error		.247	.206	.352[b]	0	
	95% Confidence Interval	Lower	-.147	.110	-.325[b]	1	
		Upper	.929	.898	.875[b]	1	
PALC	Pearson Correlation		.927[**]	.778[**]	.444	.627[*]	1
	Sig. (2-tailed)		.000	.002	.128	.022	
	Sum of Squares and Cross-products		25.769	15.000	7.923	15.769	23.231
	Covariance		2.147	1.250	.660	1.314	1.936
	Bootstrap[a] Bias		-.005	-.025	-.065[b]	-.049	0
	Std. Error		.049	.199	.318[b]	.239	0
	95% Confidence Interval	Lower	.787	.244	-.342[b]	-.105	1
		Upper	.982	.981	.888[b]	.851	1

Source: Results from Respondents 2010

The correlation between the Christian and religious and Islamic leaders produce an *r .676.* The high correlations produced by the industrialist seem to show the level of understanding of the challenges faced by this community on poverty and related problems. The Islamic religious leader then seem not too clear as he produced the least or lowest correlations with other stakeholders. Correlations with other stakeholders show *r* of *.676, .574* and *0.444* with Christian religious leader, the public official and the palace officials respectively. To a large extent this might have to do with the level of Western education received as they are more versed in Quranic education.

The results also indicate that the industrialist has the highest *covariance* and sum square products indicating the high level of understanding and rich responses to challenges of the business environment. In addition correlations with other stakeholders by the industrialist produce high results. The industrialist records *2.769,* the public official, *2.269* and palace official *1.936,* while the Islamic religious leader's *1.141* produced the lowest. The same goes for the covariance produced by the results. The standard errors results show the compatibility of the stakeholders' ideas on problems and solutions indicate that the combination of the industrialist and the palace official would produce a high level of synergy to solving problems of poverty in the community. The combination of the public official and the Islamic religious leader would produce the most unpleasant combination of stakeholders at *.352*. The combination may produce results that are not compatible for solutions in the community. One of the objectives of the exercise was to know which of the stakeholders in a choice of three-man group would best mange an intervention programme while understanding the best programme to be adopted in the first table. The results would work best with the trio of the industrialist, the Christian religious leader and the palace officials. The public official (highly distrusted essentially because of the official vice of corruption) would not make this three-man group.

Recommendations and Conclusions

Education and land are the major causes of poverty in the subject community. Land for most has been taken away (having sold them) but education opportunities are still available through which the indigent youth can be empowered. Therefore opportunities should be made available for the deserving ones to proceed as far as he/she can to escape poverty, either formal or vocational education. Education has casual relationship with poverty alleviation and it is also a cure for it. For this purpose the university may make available a number of positions available on scholarship to the indigenes of the community. Land as factor of production is always needed by users who are ready to pay for the required size. The sale of available land should be to those who need it for immediate development rather than to those who want to speculate. Where possible the use of land for farming should be allowed within the recesses of the community as agriculture practise which has been on subsistence scale is becoming absent. The needed investments by the public sector to influence the level of entrepreneurship in the community revolves around the provision of needed infrastructure in terms of good motorable roads and energy (power) to sustain the entrepreneurship endeavours. The stakeholders would rather want potable water and health institutions to improve the living conditions of the people, rather than what would enable industry to thrive. Support to industry at this community level remains power and good roads. The social infrastructure needed by the community can be provided on PPP basis.

Insecurity comes with multiple taxes levied by various strata of governments and have become too heavy to bear for the remaining industries in the community and also stifling the few entrepreneurship based firms. Most of the taxes do not generate corresponding benefits to the indigenes nor to the firms from whom they are collected. Illegal taxes come from hoodlums who believe they must survive somehow by parasitizing themselves on the available firms. This leads to insecure situation to firms that do not comply by all means. To allow entrepreneurship efforts to succeed, the various governments owe it a duty to rationalise the taxes and levies on these firms while at the same time eliminating security threats to business. The use catchment areas agreement to secure positions of employment is already anachronistic and can no longer be sustained and has thus been discarded. The remaining solutions are based on the communal and joint efforts of the keymen/stakeholders in the community. Youth participation can be effective is the programme is credible and there is positive public enlightenment. Private public partnership programmes can work when funding is available from all parties concerned and projects are economically sustainable.   There must also be adequate support from the council both now and in the future. Programme ownership will be successful if there is good understanding and agreement among the keymen and stakeholders in managing agreed programmes. In the final analysis, integrity and transparency must be seen in the entire exercise for it to succeed.

The paper has looked through the issues on poverty, generally before localising it to the community where a university intending to impact its immediate community is located. The study has looked at the issues of intervention through keymen/stakeholder as being more effective than government propelled poverty alleviation interventions. A key issue is the need for education of the indigenes and the usage of existing parcels of land to avoid speculation. Public sector intervention is on roads and energy. Stakeholders' committee should only consist of agreeable persons while programmes must be economically sustainable and credible for the adopted intervention to succeed.

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