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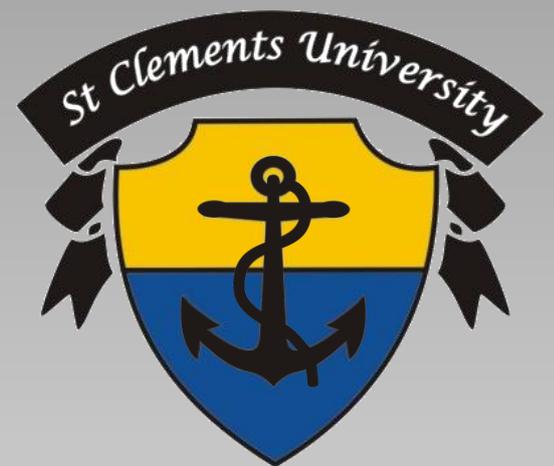
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\**Veritas* is Latin for truth, reality.

# VERITAS

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*Hopes are high as Rhinos are reintroduced in Mozambique*

Source: <https://theweek.com/briefing/it-wasnt-all-bad>

Photo: Martin Harvey/Getty Images

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**Letter to the Editor**

# 60 YEARS OF HIGHER EDUCATION IN MOZAMBIQUE: HISTORY, PRESENT AND FUTURE PERSPECTIVES

Dr Godwen Veremu\*

## Abstract

Mozambique is a Sub-Saharan country located in the south-eastern region of Africa. It is a Portuguese speaking country, and shares its borders with South Africa, Zimbabwe, Tanzania, Malawi, Zambia and eSwatini, all of which have English as their official language. As Mozambique celebrates its 60 years of Higher Education (HE) this year, the present study discusses the history, present challenges and future perspectives of HE in this country. Higher education in Mozambique, ex-colony of Portugal, started through the Decree Law nº 44.530, of August 21<sup>st</sup>, 1962, and suffered several transformations from the colonial era, post-independence and the current challenges of its expansion. The methodology applied in this research has been document analysis and survey through questionnaires. The results show that HE education in Mozambique expanded slowly between 1962 and 1990 (only 3 Higher Education Institutions - HEIs) and expanded rapidly from 1992 to present date (more than 53 HEIs) due to constitutional changes brought by peace and multi-party democracy. However, at the present moment this rapid expansion is accompanied by major challenges: Quality Management, Infrastructure, Teacher Qualifications, Research Funding, Information and Communications Technology (ICT) and Management. With the National Council of Quality Evaluation for Higher Education (CNAQ) tightening the requirements for HEI functioning, the perspective is that very few new HEIs might open, while the existing ones will strive to achieve established quality evaluation indicators. It is also expected that there will be significant improvements in teacher qualifications, quality management and research funding. On the other hand, challenges might continue in infrastructure and ICT because of limited investment, and on management strategies due to the executive's influence on public HEIs.

**Key-words:** *Higher education, Quality management, CNAQ, Higher education institutions.*

## Introduction

This paper has the objective of discussing the history of higher education (HE) in Mozambique, its present challenges and perspectives, as it celebrates 60 years of existence (1962-2022). During the 60 years of HE in Mozambique there was a need for changes in order to improve its quality and relevance. A number of higher education policies were implemented to guarantee quality, with the most recent one being the Strategic

Plan for HE 2012-2020. However, as quality is a moveable factor, HE is facing new challenges at the present moment, besides the effort that the government is implementing through its higher education quality evaluation council (*Conselho Nacional de Avaliação de Qualidade de Ensino Superior – CNAQ*).

The future of HE in Mozambique is thought-provoking, bearing in mind the main challenges such as Quality Management, Infrastructure, Teacher Qualifications, Funding, Research, Information and Communications Technology (ICT) and Management. This paper, therefore presents three stages of Mozambican higher education: the history, the present challenges and future perspectives.

## 1. The history of Higher Education in Mozambique

In Portuguese colonies the education policy did not differentiate its territories. In the colonial period higher education was done in Portugal. Campos & Lima (2012) comments that in this period whoever lived in the colonies and wished to pursue higher education, and managed to accomplish it, was a minority composed of children of the black assimilated who had strong financial possessions or those supported by religious missions. These students went to Lisbon, Coimbra and Porto, unknown cities for many and where few had family support.

The Decree Law (*Decreto de Lei nº 44.530, de 21 de agosto de 1962*), of the Portuguese Administration, authorised HE in Mozambique known as the General University Studies (*Estudos Gerais Universitários - EGU*). The University studies were started in the colonies, but had to be completed in Portugal. In 1968 the EGU got the status of a University and was given the name Lourenço Marques University (ULM). (UEM, 2021).

Until 1974, there were a relatively insignificant number of university students in Mozambique, about 3.800, of which only 40 were blacks, as university education was mainly reserved for the whites (Bouene, 2005:70; Mechisso, 2017:9 in Bene (2022)). After independence in 1975, ULM was changed to Eduardo Mondlane University (UEM) in honour of the first leader of the liberation movement. However, the 16-year civil war wrecked the nation and made it difficult for UEM to progress and expand to other regions. The second HE only came into existence in 1985, the Pedagogic University and the third one in 1986, the Higher Institute of International Relations. (Mário, et al, 2003, Bene, L. et al, 2022).

The civil war in Mozambique ended in 1992 through the signature of the peace accord in Lusaka, Zambia. From then, higher education expanded throughout the country, as declared by Senete:

In the last years, higher education is characterised by the higher expansion of public and private higher education institutions (HEIs), which enlarges the offer of higher education to citizens as a way of maintaining a health and rich society with basic knowledge for the development of the community. (Senete, 2015).

After 30 years of peace and multiparty democracy, and 60 YEARS of Higher Education in Mozambique, today there are 53 HEIs, of which 22 are public and 31 are private institutions (MCTES, 2021).

As one of its education policies, the government of Mozambique designed the Strategic Plan for HE 2000-2010 which aimed at expanding higher education to other provinces and districts, in order to “expand the opportunities of HE access in harmony of the labour market and societal needs so that more Mozambicans could acquire and develop knowledge and abilities needed for a rapid economic and social growth” (MECST, 2000).

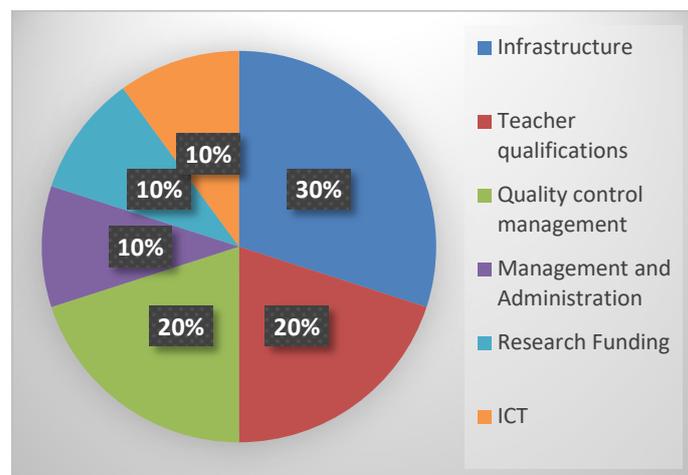
As a follow-up, the Strategic Plan for HE 2012-2020 was implemented, which indicated the vision of Mozambique’s HE as “Higher Education in expansion, with equilibrium and quality, under efficient governance and respectful to autonomy of institutions which, guided by the principle of democracy, develop activities producing knowledge and that are object of national and international recognition” (MINED, 2012, p. 9).

In this 2022, HE in Mozambique completes 60 years of its existence, training more undergraduates than other post graduates degrees. As Mozambique shares the same history of HE with Angola, the 60<sup>th</sup> International Cerebration Conference was held this year at Eduardo Mondlane University, Maputo, Mozambique, from 29 June to 1 July.

## 2. The present situation of HE in Mozambique

60 years of higher education in Mozambique is characterised by its expansion in provinces and districts and accompanied by many challenges. A survey carried out with 30 lecturers from Mozambique indicated a number of challenges currently faced by higher education sector: Infrastructure (classrooms, laboratories, libraries), Teacher qualifications, Quality control mechanisms, Management and Administration strategies, Research Funding and ICT, as illustrated in Fig. 1.

**Fig. 1. What do you think is the main challenge that Mozambique is facing in its Higher Education sector?**



### 2.1. Infrastructure

30% of the respondents mentioned infrastructure as the main challenge that HE sector is currently facing. Many institutions have poorly equipped classrooms with minimum learning and teaching facilities. It is common to find classrooms without good lightning, projectors (data show) or even adequate chairs and desks. Some HEIs still function in rented premises, which most of them were not previously designed as schools. Very few HEIs have functioning laboratories, up-to-date libraries and equipment.

### 2.2. Teacher qualifications

The respondents of this survey indicated teacher qualifications as the second challenge faced by higher education sector. The higher education quality evaluation board *CNAQ* indicates that each HEI must have at least 15% PhD professors as part of its teaching staff. (CNAQ, 2013). However, many HEIs in Mozambique still rely on undergraduates and masters to teach undergraduate programs. After 60 years of HE, 9 Universities already offer 32 doctorate programs in Mozambique. (PESQUISEMOZ, 2021). This is a positive step in order to solve the problem of lack of qualified teachers in HE.

### 2.3. Quality control mechanisms

CNAQ, the national council for higher education quality evaluation, established 9 indicators for its process of program and institutional evaluation: 1. Mission and general objectives of the institution, 2. Organization and mechanisms of quality management, 3. Curriculum, 4. Lecturers, 5. Students, 6. Research and Extension, 7. Infrastructure: laboratories, classrooms, library and equipment, 8. Administrative staff, and 9. Internationalization. (CNAQ, 2013:54-65).

However, to implement its mission, CNAQ has to work closer with HEIs to monitor the processes of self-evaluation and external evaluation. Financial resources are needed to continuously visit the institutions and evaluate the quality of education they offer. Most public HEIs, funded by the government, don't have enough funds to have quality, standard and well-equipped classrooms, libraries, equipment and laboratories, hence CNAQ cannot punish them. This is a challenge that will take time to overcome, precisely at this moment that the country and the world face economic crises.

#### **2.4. Information and Communications Technology**

Technology plays a pivotal role in education worldwide, particularly in the diversity of higher education. In an underdeveloped state like Mozambique, ICT is a big challenge. It was noted during the restrictions imposed by COVID 19 that students faced problems to study virtually due to lack of compatible devices – tablets, smartphones or computers. Most students come from very poor families and cannot afford to buy computers, and worse still very few institutions have functioning ICT rooms.

#### **2.5. Management and Administration**

Management and Administrative positions in Mozambique's public higher education institutions are still linked to political affiliation. There is a norm that the Rector or General Director is elected by the lecturers, staff and university council. However, it is the President or the Prime Minister who nominate the proposed three individuals elected by the university. Obviously, political issues are primarily considered while leadership competences are pondered on. As expressed by 10% of the respondents, it is a challenge in HE because the management staff spends some of its time in political activities and sometimes devotes the institution's meagre resources to invest in the political affairs.

#### **2.6. Research Funding opportunities**

Funding is a critical factor in higher education. HEIs need funding for day to day services, improved infrastructure, laboratories, libraries, research and salaries for the vast staff they have. While public universities strive to get extra funding from external organizations, private institutions charge higher tuition fees from the students to cater for almost all the expenses of running the activities. The challenge is that, with limited funding the quality of higher education is affected, as students and professors don't have the enough resources they need to study and carry out experiments and research activities. However, a lot is being done to overcome this funding deficiency, through national and international cooperation, particularly with European and American research institutions.

### **3. Future Perspective of Higher Education in Mozambique**

In the 2063 African Union Agenda, higher education in particular is an area of priority intervention to fulfil the inspiration of prosperity based on inclusive growth and sustainable development. (Lima, 2020). However, the future of HE in Mozambique is thought-provoking.

60 years of higher education in Mozambique is still characterised by a very low access as compared to the number of secondary school graduates. With this low rate of access, the survey expects that in the future there would be an increase in the number of HEIs, with older ones consolidating their quality standards, while new ones would continue working with some deficiencies. This is partly because the government's preoccupation at the moment is to expand higher education, so quality, teacher qualifications and infrastructure are factors pondered on.

A second perspective considered by the respondents is improved teacher qualifications. As referred previously in this paper, there is government's visible effort in training lecturers up to the doctorate level, either internally or internationally through scholarships. The government's institute of study scholarships (*IBE – Instituto de Bolsas de Estudos*) regularly announces scholarships and facilitates the process of admission both for national and international scholarships. The CNAQ requirement of at least 15% of professors with a Doctorate degree is already a reality in some public universities. It is therefore predicted that in the near future teacher qualification would no longer be a challenge in the HE.

A third perspective is that higher education will have access to funds for research and teaching. Currently there are competitive funding opportunities mainly for areas like agriculture and natural resources. Most of these opportunities require the project coordinator to have a Doctorate degree, and with many lecturers studying for higher degrees, it is predicted that there might be funds for research and teaching in the near future.

This study also previews partial improvement in the quality of HE due to the current actions of CNAQ. In 2018, 28 HEIs/ branches were closed due to the lack of minimum functioning requirements set by CNAQ. (Bene, L. et al, 2022). This was a great move which regulated the expansion of HEIs that were functioning in shame conditions. It is hopeful that, with the tightening of the quality control mechanisms, higher education might improve its quality. For example, according to the national newspaper released on 20 July 2022 (NOTICIAS), CNAQ evaluated 124 programs in 2021 and accredited 111, which means all HEIs must work hard to meet the quality standards. ([www.jornalnoticias.co.mz](http://www.jornalnoticias.co.mz)).

On the other hand, there is uncertainty about the improvement of HE infrastructure in the near future. Effort is notable in public and private HEIs to improve the standards of the classrooms, equipment, laboratories and libraries. However, the pace is slow and many funding organisations only concentrate on research activities, and not for building new facilities. Even with the global tendency of online and distance learning, adequate facilities and online resources must be catered for, which constitute a greater challenge for an underdeveloped country like Mozambique.

Lastly, there is a perception that management and administration of HEIs would still face challenges if the appointment of the leadership staff continues in the hands of the executive.

## Conclusion

60 years of higher education in Mozambique has been characterised by the creation of the first University in 1962 by the Portuguese regime, its slow progress due to civil war from 1977 to 1992, its rapid and uncontrolled expansion of HEIs from 1992 due to the new Constitution which opened space for private institutions and the current challenges which accompany the proliferation of HEIs: Quality Management, Infrastructure, Teacher Qualifications, ICT, Research and Management.

This study foresees improvements in some areas due to the current actions of CNAQ for the functioning of HEIs. The improvements foreseen are related to the increased number of HEIs complying with quality standards set by CNAQ, qualified teachers due to availability of scholarships for higher degree programs and access to competitive funds for research and teaching. Also the demand set for program accreditation will reinforce HEIs to get all their programs accredited, hence quality improvement.

However, more effort is needed to improve HE infrastructure, including efficient ICT and management strategies, which according to this study, will take longer to accomplish due to limited investment and the executive's influence in appointing the leadership. It is hopeful nevertheless, that, in the next 60 years Mozambique might have a recognised higher education system, due to the current and continuous quality improvement measures being implemented by the government through CNAQ.

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# U.S. AND SOVIET REACTIONS TO THE 1968 'STUDENT REVOLT'

Dr Kerry R. Bolton\*

## Abstract

In 1968 a worldwide tumult erupted from Chicago to Prague, having emerged from Cold War rivalries, not as the result of a 'Communist plot' directed by the Kremlin, but from policies that had been promoted in the USA for several decades. The reaction of the Kremlin, far from being jubilant at what was often assumed to be an embryonic communist revolution agitated among the young by Moscow agents, was viewed with concern. Those who engaged in the sit-ins, teach-ins, demonstrations and riots, are now generally lauded as 'progressive pioneers'. The actual lesson is that the idealism of youth and students, often eager to upset the status quo in the name of 'progress', were manipulated by elements of the 'Establishment' they thought they were resisting. This paper examines the differing U.S. and Soviet responses that are the opposite to what one might assume.

## Introduction

Although this is not the place to examine the extent to which the '68 student revolt had its allies within many influential quarters in the USA, I will mention that U.S. Federal agencies such as the Peace Corps, War on Poverty and VISTA sought recruits from the SDS (Students for a Democratic Society),<sup>1</sup> the primary New Left protest organisation, while John D. Rockefeller III lauded the 'youth revolt' whose 'idealism', he said, could be co-opted.<sup>2</sup>

A rivalry for the allegiance of youth was being waged at the World Youth Festivals, which saw the CIA-sponsored delegates from the U.S. National Students Association compete with the Soviet-sponsored youth organisations. That the New Left had partly originated from this CIA youth program is described by one of the primary participants, Tom Hayden, co-founder of the SDS.<sup>3</sup>

While worried Americans, such as conservative Congressman John Ashbrook, looked for foreign influences in the New Left, the presence of the USSR was lacking. In-so-far as there were influences from the Communist 'Old Left', these were from anti-Soviet

factions, namely Trotskyites, and in particular, a disruptive faction within the SDS, the Mao-aligned Progressive Labor organisation.

The chant of the New Left rioters on the streets and campuses from Chicago to Rome and Paris was that of a trinity: 'Marx, Mao, Marcuse'. Of the latter, Professor Herbert Marcuse was the ideological guru of the New Left, one of the Left-wing 'university of exile' who had come to the USA on a program for refugees from Germany sponsored by the U.S. State Department and the Rockefeller Foundation.<sup>4</sup> Marcuse during World War II was employed by the Office of Strategic Services (OSS), predecessor of the CIA, as an analyst on Nazism, and later as an analyst on the USSR. After Government service, he received a Rockefeller Foundation grant to study Soviet Marxism, lecturing on the topic at Columbia University during 1952-53, and Harvard from 1954-55.<sup>5</sup> Marcuse's associations became a subject of suspicion raised by Soviet commentators.

## U.S. Role

Danny Cohn-Bendit, the iconic leader of the riots in Paris that almost brought down the Government of Charles de Gaulle, recalls that the worldwide '68 revolt was more 'American' than the European New Left cared to admit. Cohn-Bendit states, '*...But essentially the revolt was spurred by the idea of a counterculture, which was mainly carried via rock music. "Woodstock Nation": that was the myth of a new America, and we were all for it*'.<sup>6</sup>

In Germany, Bettina Röhl, daughter of Klaus Rainer Röhl, the founder of the left-wing student magazine *Konkret*, and of Ulrike Meinhof, co-founder of the Red Army Faction (among the most violent of the New Left) observed of the times:

*'The fact that the 68ers had won, was because all doors and gates in this society opened to them. Most of them went into the institutions, abandoned their desire to make a revolution, but they also carried the spirit of their protests into*

<sup>1</sup> Tom Hayden (1989) *Reunion: A Memoir*, Hamish Hamilton, London, 128-129. Hayden for example states that he was offered the dictatorship of the Peace Corps for the entirety of Latin America. He also claims credit for having conceived the idea of the Peace Corps.

<sup>2</sup> John D. Rockefeller III (1968), 'In Praise of Young Revolutionaries', *Saturday Review*, New York, December 14, 18-20.

<sup>3</sup> CIA Memorandum, Deputy Director (Planning) to the Director of the FBI, 'Eighth World Youth Festival - U.S. Participation', cited by Hayden, *Reunion*, 37-38.

<sup>4</sup> 'Emergency Program for European Scholars', 1940-1945, Rockefeller Foundation Archives, <http://74.125.155.132/search?q=cache:tXK4eQ5oXbAJ:www.rockarch.org/collections/rf/refugee.php>

<sup>5</sup> Douglas Kellner, 'Marcuse, Herbert', *The American National Bibliography*, [http://74.125.155.132/search?q=cache:5\\_KUmmTtH7QJ:www.uta.edu/english/dab/illuminations/kell12.html](http://74.125.155.132/search?q=cache:5_KUmmTtH7QJ:www.uta.edu/english/dab/illuminations/kell12.html)

<sup>6</sup> Claus Leggewie, '1968: Power to the Imagination, interview with Cohn-Bendit', *The New York Review of Books*, May 10, 2018.

*the last corner of West German society. After all, it was not as the 68-story legend would have us believe: there was no fascist society against which the 68ers had to fight. The society was open and the 68ers made a career in it. And in this process, the former revolutionaries then established themselves. An establishment emerged that glorified its "revolutionary" past'.<sup>7</sup>*

Not only in Germany, but throughout the Western world, the 'student revolutionaries' – often encouraged by their professors - were mainstreamed in such a manner. Their influence remains dominant in academia throughout the Western world and further afield.

### **De Gaulle & Paris '68: The Soviet Dilemma**

The riots during the first week of April 1968 in the USA had been sparked by the assassination of Martin Luther King, and focused on Chicago. In a study of student riots across the world in 1968, the CIA stated that in Rome in April students demonstrated in the central plaza *'using iron bars, chains, Molotov cocktails, and stones as weapons against the police'*.<sup>8</sup> Of significance, the CIA report states that, *'In Italy, as in France, the orthodox communist party was surprised by the student outbreak and proved unprepared to endorse the aims and methods of the student agitators'*.<sup>9</sup>

While there were elements in the Communist Party that wanted to support the rioters, the primary support came from anarchist and Maoist organisations, 'Che Guevera Clubs', and Trotskyite groups.<sup>10</sup>

Of the Paris riots, the initial instigation was less dramatic than an assassination: Cohn-Bendit occupied the girls dormitory at the University of Nanterre, demanding that the dormitories should be assessable to male students. Rumours that he would be expelled led to a student revolt resulting in the upheavals of May 1968 that brought the Government to the brink of collapse when grievances extended to trades union support.

Suspicious on the CIA backing of the '68 revolt in France arose. Why would the USA back the destabilisation of France? The answer could be in Charles de Gaulle being the only major Western statesman then to challenge U.S. foreign and financial policies. De Gaulle withdrew France from NATO military command; he advocated a united, neutralist Europe, and sought rapprochement with the USSR. France had also resisted the predominance of the U.S. dollar over the world economy.

Multiple award-winning author Morgan Sportès<sup>11</sup> wrote of de Gaulle as the real rebel in May '68, not Cohn-Bendit. *'He was alone, surrounded by enemies'*, delivering his last battle, while *'In the USA, an anti-Gaullist press campaign of incredible violence and stupidity was in full swing ...'*<sup>12</sup>

In June 1968, Cohn-Bendit said to journalist Hervé Bourges, who later became France's ambassador to UNESCO:

*'It seems that the CIA has been interested in us lately: some newspapers and American associations, subsidiaries and intermediaries of the CIA, have offered us significant sums. ... The feelings of the CIA with regard to de Gaulle, we know through a report by Richard Helms to President Johnson on May 30, 1968 denouncing the general as a dictator who will stay in power by pouring rivers of blood.'*<sup>13</sup>

A feature in *The Irish Times* referring to the examination of CIA and Soviet archives by French author and journalist Vicent Jauvert, states that the CIA regarded Charles de Gaulle as an enemy of U.S. foreign policy, while the USSR, which de Gaulle naively assumed to be behind the Leftist revolt, appealed to the French Communist party to try to stymie the chaos.<sup>14</sup> Of the Soviet reaction, *The Irish Times* reports of Jauvert's research:

*'French officials believed the French Communist Party and their Soviet backers were fomenting revolution. Nothing could have been further from the truth, as shown by secret telegrams sent in May 1968 by the Soviet ambassador to Paris, Valerian Zorine.... The USSR's former ambassador to the UN Security Council, Zorine was also a member of the central committee of the Communist Party of the Soviet Union.'*<sup>15</sup>

*'The French government had failed to understand how much the Communists disliked their left-wing cousins. Ironically, Moscow wanted to keep the right-wing de Gaulle - the bug-bear of Washington - in power. Throughout the secret telegrams, ambassador Zorine railed against "leftists." A few days earlier, the student leader Daniel Cohn-Bendit had pushed his way in front of Communist demonstrators in a march, saying he was happy to be ahead of "the Stalinist toad."'*<sup>16</sup>

<sup>7</sup> 'Mit diesem Personal war keine Revolution zu Machen', *Frankfurter Rundschau*, April 8, 2018;

<http://www.fr.de/politik/bettina-roehl-zur-raf-mit-diesem-personal-war-keine-revolution-zu-machen-a-1481290,3>

<sup>8</sup> President's Daily Brief, Central Intelligence Agency, July 1, 1966, 'Italy: Summary', CIA, July 1, 1966, 24,

<https://www.cia.gov/readingroom/docs/CIA-RDP76M00527R000700200001-1.pdf>

<sup>9</sup> Ibid.

<sup>10</sup> Ibid., 27.

<sup>11</sup> *Prix Renaudot des lycéens* (2006), *Prix Interallié* (2011), *Globes de Cristal* (2012).

<sup>12</sup> Morgan Sportès, 'LE MAI 1968 dont les médias n'ont pas voulu parler', *Comite Valmy*, October 24, 2017; <http://www.comite-valmy.org/spip.php?article497>

<sup>13</sup> Jean-Pierre Farkas (1998), *La Pavé*, Phonurgia nova editions.

<sup>14</sup> Lara Marlow, 'Paris provoked CIA and KGB alarm', *The Irish Times*, May 9, 1998.

<sup>15</sup> Ibid.

<sup>16</sup> Ibid.

Despite the warning of CIA director Helms to President Lyndon Johnson that France was on the brink of a revolution, supported by the labour movement, unless de Gaulle resigned, the Communist Party position was to the contrary, that party-led trades unions would maintain public utilities.<sup>17</sup>

### Soviet Analysis of May '68

Cohn-Bendit was condemned in Bulgaria as an agent for the CIA. In a CIA intelligence briefing for June, 1968, the Bulgarian response is reported as stating that Cohn-Bendit might have been in the employ of the CIA. The CIA opined:

*'This exceptionally sharp attack is probably intended to warn Bulgarian youth to stay clear of such rabble rousers and also to serve notice on Cohn-Bendit that he is distinctly unwelcome at the upcoming World Youth Festival at Sofia.'*<sup>18</sup>

In June 1968 *Pravda* ran a lengthy analysis on Herbert Marcuse by Yury Zhukov, the newspaper's foreign affairs commentator, entitled *'Werewolves – on the False Prophet Marcuse and his Vociferous Disciples'*. Zhukov referred to Marcuse having *'emerged from the darkness of obscurity'* to have his name *'endlessly repeated in the Western press'*, *'being publicized as if he were a movie star'*, *'and his books as if they were the latest brand of tooth paste or razor blades'*.<sup>19</sup>

Zhukov regarded Marcuse as alienating youth from the working class in opposing capitalism. He stated that Marcuse's biography was receiving considerable publicity in the major press, pointing out that Marcuse had served with U.S. intelligence and then in the Russian Institute at Harvard University as an analyst.

Zhukov regarded the basis of Marcuse's ideology as being to replace class conflict with *'generational conflict'*. Young people must struggle against adults 'everywhere', was Marcuse's message. Zhukov stated that Cohn-Bendit, living off a stipend from the West German state, had organised students violently against the French Communist Party, and referred to Cohn-Bendit's disruption at mass protests, where he shouted provocative slogans.<sup>20</sup> Zhukov referred to Benoit Franchon, chairman of the Communist Party-controlled General Confederation of Labour, while speaking to workers at the Renault Automobile Plant on May 27, as alleging that the CIA as inciting the student riots.<sup>21</sup>

<sup>17</sup> Ibid.

<sup>18</sup> 'Danny the Red Working for CIA?', *Eastern European Intelligencer*, CIA EE Division, January 2 to June 28 1968; CIA archives, <https://www.cia.gov/readingroom/docs/CIA-RDP79B00864A000800010001-2.pdf>

<sup>19</sup> Yury Zhukov, 'Werewolves – on the False Prophet Marcuse and his Vociferous Disciples', *Pravda*, May 30, 1968, 4, reprinted in *Digest of the Soviet Press*, June 19, 1968; <https://www.cia.gov/readingroom/docs/CIA-RDP78-03061A000400030036-7.pdf>

<sup>20</sup> Ibid.

<sup>21</sup> Ibid.

On July 28 1968 the Soviet-sponsored World Youth Festival was held in Sofia. Elements of the Italian delegation wanted to hold a 'Day of European Youth Revolt', but the organisers vetoed the proposition. The CIA report to U.S. President Lyndon Johnson referred to this when alluding to the *'conservative men in the Kremlin'*.<sup>22</sup> In an 'annex' to the daily brief the CIA referred to the concern of the Kremlin at the *'ferment brewing for the World Youth Festival'*.

The Kremlin response to the New Left revolts in the West was described in the CIA brief as *'apprehensive'*. Quoting 'Party Secretary Demichev',<sup>23</sup> speaking at a Soviet social science conference on June 19, the CIA report stated that he described the student revolt as that of *'revisionist ideologists'*, trying to replace class struggle with generational conflict.<sup>24</sup> After alluding to the Zhukov condemnation of Marcuse, the CIA report refers to Soviet leaders regarding Soviet youth as having become *'susceptible to the temptations of student radicalism in Europe'*. *'Youth and teacher conferences throughout the Soviet Union have made the younger generation the focal point of current efforts to shore up ideological defenses against the unorthodox concepts seeping in from the outside'*.<sup>25</sup> The CIA report quoted Demichev as stating that the State initiatives for youth are intended to instil *'a purposeful, ordered system of views'*. The CIA assessment is that such efforts would lead to the alienation of youth from the regime.<sup>26</sup>

### Conclusion

It is ironic that the USSR had been accused of being behind a 'Communist plot' to subvert Western youth and to create tumult in Western cities and campuses. Even de Gaulle succumbed to the assumption, while conservative columnists alluded to Russian and Chinese money backing New Left organisations, and Congressional and Senate hearings investigated.

Yet the USSR had become so conservative that the CIA was able to readily garner Leftist support in its anti-Soviet ideological and cultural programs via such organisations as the U.S. National Students Association – a predecessor of the New Left – and the Congress for Cultural Freedom.

While the New Left enjoyed a good press in the USA, and its mentors such as Marcuse were ensconced and subsidized by the 'Establishment', its organisers employed by Federal agencies such as VISTA and the Peace Corps, and its most anarchistic proponents such as Jerry Rubin, were marketed by mainstream publishers, the Kremlin and its allies looked on with concern. The legacy of '68 is continued through a

<sup>22</sup> CIA President's Daily Brief, July 1, 1968, op. cit., 3.

<sup>23</sup> Pyotr Demichev was at the time a Politburo member, and a primary party ideologue.

<sup>24</sup> 'Moscow Turns Wary Eye of New Left', CIA President's Daily Brief, July 1, 1968, op. cit., 5.

<sup>25</sup> Ibid., 5.

<sup>26</sup> Ibid., 6.

multiplicity of ever-expanding NGOs; the massive global so-called 'civil society', heavily subsidised often by the same tax-exempt foundations that had funded the 1960s programmes. Whether it is laudable as 'progressives' insist, or part of a globalisation process intended to eliminate all vestiges of traditional morals, values and society, in the pursuit of profit maximisation, depends on one's perspective.

#### **About the Author**



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# VISUALIZATION IN SPORTS PSYCHOLOGY

Dr Fazil Tuylu\*

## ABSTRACT

Visualization is one of the most widely used and effective techniques in sports psychology. Visualization is analogous to the experiences we have with our perceptions, except that this experience takes place in our minds. It is one of the techniques used to increase the performance of athletes. Athletes can use the visualization technique before and after training and competitions. This technique can be used to heal during the injury process. The biggest benefit of the visualization technique is that all emotions can be used at the same time.

*Key Words: Visualization*

## INTRODUCTION

The experience of seeing, smelling, hearing, touching, tasting and kinesthetically experiencing the things that the athlete wants to do or achieve in the absence of an external stimulus in his mind is called imagery. In short, visualization is living the results by rehearsing them beforehand. Experiencing the results by visualizing in advance contributes to the positive use of the nervous system of the athlete.

Dr. Maxwell Maltz research; He concluded that "the mind cannot perceive the difference between an actual experience and an imagined inner experience." In that case, the mind perceives an experience that is animated with a lived experience in the same way, and both experiences affect the central nervous system to the same extent (Biçer, 1996). When we wake up while escaping from a huge dog in our dreams, our mouths are dry, our hearts are pounding as if they are going to explode, and we are covered in sweat. In reality, neither the dog chased us nor we ran. This event experienced in the mind was perceived as real and showed its effect on the body.

Imagination is not a magic wand. It is a tool that very few people are aware of, uses consciously and is effective in unleashing their potential. Imagery is a mental process and the right lobe of the brain is the imagery center. This center is strengthened by proper imagery training and can help a person maximize their capacity and potential. Namely;

- Imagination develops self-confidence,
- Acquiring, learning and preserving visualization skills,
- Imagination to develop self-confidence,
- Imagination to control emotions,
- Imagination helps injuries heal earlier,
- Regulation of imagination and arousal,

- Imagination preparation, tactics and strategies,
- Correction of imagery errors,
- Imagery can help athletes warm up more easily.

We can list the advantages of imagery exercises of athletes compared to physical exercises as follows (Konter, 1999);

- It is not expensive.
- It is not affected much by climatic conditions.
- It is not affected by field and facility problems.
- It is not affected by problems such as tools, equipment and materials.
- There is no danger or risk.
- It economizes physical energy.
- It reduces the dependence of athletes on each other for training.
- It is not affected by the injury problems of the athletes.
- No need for special clothes.
- It saves time.
- It is easier and more practical.

## 1. TYPES OF IMAGING

Athletes can do imagery, which is one of the important tools in solving the problems that arise in their emotional, mental and behavioral development, in four ways by imagining an internal, external, idol and applying all of them.

**a. Internal imagery:** It is the athlete's imagery by perceiving himself as he really is in his own body. In this case, the athlete himself is in the position of implementing and performing the events. If a football player repeatedly imagines that he is facing the goal and sending the ball into the nets, he will not panic and will make the least mistakes when he experiences the same moment in the match. Because the brain will tell the muscles how to behave in this situation by sending the necessary commands. Intrinsic imagery can be effective in learning skills and kinesthetic feedback.

**b. External imagery:** Athletes visualize themselves by observing another person's eyes. The athlete can see himself comfortably from every angle, as if he were watching a movie. The athlete, who imagines himself externally, can identify and correct his mistakes, build his self-confidence and gain a sense of dominance.

**c. Imagining someone chosen as an idol:** It is the athlete's imagination of someone who practices the skill very well. Thus, an athlete can learn a skill that should be done by choosing someone who best applies it as a role-model.

**d. Combining these three situations:** It is the imagination of the athletes by combining the three situations listed above when needed. The athlete who performs this application develops the skills that will enable them to be corrected in the best way by detecting their missing and faulty aspects. They can gain the ability to learn the skills to be learned in the shortest way in the fastest way. In addition to these, the skills of learning strategy, controlling the level of arousal, building self-confidence, concentrating, recovery after injury and coping with pain can be gained.

Although the studies do not give definite results, it can be said that internal imagery is more effective. However, they make use of external imagery in correcting the wrong movements and techniques of the athletes. In practice, athletes tend to use more internal imagery.

## 2. IMAGING THEORIES

Although there are various suggesting the relationship between image and performance, we will examine psycho-neuro-muscular theory, symbolic theory, attention-arousal theory, competence theory, and cognitive and motor-processual imagery theories.

### a. Psycho-Neuro-Muscular Theory

The psycho-neuro-muscular theory argues that the athletes' imagination before they perform the movements will create similar impulses in the brain and muscles. Moreover, according to this theory, the clarity of the imaged images, events and behaviors affect the realistic neuro-muscular responses. In the subconscious of the imagination, neuro-muscular patterns that are equivalent to the patterns used during real movements, real motor models and movements are copied during imagery. During imagery, neuromuscular activation is minimal compared to actual physical training. However, these stimuli can affect our muscles in terms of physical skills and help performance (Konter, 1999).

Edmund Jacobson, the greatest supporter of the psycho-neuro-muscular theory, argued that when the arm is imagined bent, it produces very small measurable contractions of the arm flexors. These findings are supported by various studies by sports psychologists.

Electrodes were placed on a skier's leg muscles, and he was asked to imagine that he was skiing, and during this time, electrical changes in the skier's leg muscles were measured with the help of electrodes. The electricity in the leg muscles of the skier, who imagined himself while skiing, was found to be very close to the electrical values seen in real gliding (Suinn, 1972). In another study, it was observed that electrical activity in the muscles increased with mental practice and imagery, regardless of the type of imagery used (Jowdy & Harris, 1990).

The psycho-neuro-muscular theory is the most realistic theory to explain how imagery facilitates physical performance and learning (Cox, 1998).

Not all studies have been supportive of the psycho-neuro-muscular theory. According to Kohl and Roenker, imagery is related to functional processes within the central nervous system rather than muscular activity. Therefore, other alternative theories were needed in order to fully understand imagery, claiming that muscular responses are mechanism of action rather than causing performance changes (Konter, 1999).

### b. Symbolic Learning Theory

Symbolic learning theory emerged as an alternative to the psycho-neuromuscular theory, since not all people have neuro-muscular activity with imagination. Imagery exercises can help athletes encode movement patterns in their brains to help them understand or achieve. By encoding all movements in the central nervous system, the need for a plan and design for movements is eliminated.

According to the symbolic learning theory, imagery helps to encode movement patterns in the minds of athletes. But this has nothing to do with the minor firing of the muscles during mental work. The benefit of imagery is that it lays the groundwork for the study of the symbolic components of specific motoric issues rather than muscular electrical activity. In other words, imagery contributes to increase the performance of athletes by helping them develop mental design.

Support for symbolic learning theory comes from the following two studies (Konter, 1999);

- The first is the research of Ryan and Simons. According to the results of this research, it was revealed that imagery is effective in subjects with higher cognitive components, not in subjects with higher motor components.
- The second supportive research is studies that show that the process in the early stages of learning is primarily cognitive, based on motor learning theories. According to the results of this research, it can be said that the greatest effect of imagery is in the early stage of learning.

### c. Attention-Arousal Theory

According to the attention-arousal theory, imagery helps to provide the optimal level of arousal. This theory is a combination of the physiological side of the psycho-neuro-muscular theory and the cognitive side of the symbolic learning theory. So imagery helps improve performance in two ways:

**1. Physiological aspect:** It helps athletes to adjust their arousal levels for optimal performance.

**2. Cognitive aspect:** It provides the athletes with the opportunity to be selective in participating in the work to be done.

It has been determined that imagery facilitates first the force issues, and then the symbolic and cognitive issues (Feltz & Landers, 1983). Although there is little empirical support for this theory, recent research shows that topical imagery provides greater performance benefits than irrelevant imagery. Therefore, more research is needed to obtain more precise conclusions about this theory.

#### **d. Self-Efficacy Theory**

There are 4 (four) important variables related to increasing self-confidence for sportive performance (Bandura, 1977). These;

1. Performance achievements,
2. Verbal persuasions,
3. Modeling,
4. It is physiological arousal.

These variables cause the athlete to feel competent and effective. According to the competence theory, imagery is effective on successful motor performance and successful motor performance is effective on imagery.

While imagery can help the athlete's physical, technical, tactical and psychological preparations, it can also be harmful if not used correctly. The theory must therefore take into account individual differences, how the individual and environmental conditions interact. Athletes can increase their self-confidence by imagining their positive performances and practicing their physical, technical and tactical skills, which they will apply to their opponents.

#### **e. Informational and Motor Process Theories of Imagery**

In cognitive and clinical psychology, we will examine Lang's Psycho-Physiological Information Processing Theory and Ahsen's Tri-Coding Model of Imagination, which are theories that explain imagery.

**1. Psychological information processing theory:** According to this theory, images are a functionally organized, finite set of suggestions related to response and stimulus identification and relationship. The suggested stimuli describe the content of the scenario to be imagined. Both stimulus and response suggestions must be activated in order for imagery studies to affect sportive performance. Imagery includes not only a stimulus but also response functions when the athlete reacts in his thinking.

**2. Triple code model of imagery:** Similar to Information Processing Theory, the Triple-Coding Model of Imagination supports the primary importance of psycho-physiological processes in the imagery

process, while Ahsen's theory has developed the triple-coding model by emphasizing the meaning of the image for the person. According to the theory, these are;

- The image itself,
- Bodily reaction to the image,
- Meaning of the image.

The image itself and the bodily response to the image are similar to Lang's stimulus-response proposal approach. However, these theories did not dwell much on the meaning and importance that the athlete attributes to a certain image. The meanings that athletes attribute to images can have an impact on their psychological skills such as stress, motivation, self-confidence, concentration, and goal setting. Thus, the meanings that athletes attribute to their images can play a very important role in activating their performance potential and being successful.

### **3. BENEFITS OF IMAGING**

Athletes can benefit by using a variety of imagery. Imagery can provide benefits to athletes by helping them with their physical and psychological skills. We can summarize these benefits and benefits of imagery as follows (Konter, 1999);

- Imagery corrects concentration.
- Imagination builds self-confidence.
- Imagery helps control emotional reactions.
- Imagination helps to learn and practice sports skills.
- Imagination helps to learn and practice sporting tactics and strategies.
- Imagination helps in coping with disability and pain.
- Imagination helps to learn and develop the ability to make the right decision.
- Imagination helps to develop cooperation and cooperation.

Sports psychologists and coaches should make maximum use of these opportunities provided by imagery in order to be beneficial to athletes and to realize their capacities by showing successful performance.

### **4. IMAGING AND USAGE TIMES**

When to use imagery, it can be used as follows depending on the needs of the athletes and the demands of the sport (Konter, 1999);

#### **a. Imagery can be used before and after training.**

Imagination exercises can be done before or after training, or they can be organized together. Imagination exercises should not exceed 10 (ten) minutes so that the athletes do not experience difficulties in maintaining their concentration. Athletes review physical, technical and tactical practices with pre-training imagery exercises. Since the imagery made before the training will stimulate the nervous system, it can save time by providing pre-warming and

increasing concentration. Imagination exercises can be done right after the training. The practices of the athletes during the training are mentally and emotionally alive in their brains and can be easily visualized. Sports psychologists and coaches should take the necessary precautions for the athletes to visualize before and after the training and should motivate the athletes in this regard.

**b. Imagery can be used before and after encounters.**

Athletes can prepare their movements, reactions, emotions and minds by imagining the techniques, tactics and strategies they will apply before the match. Depending on personal characteristics and preferences, imagery can be practiced for ten minutes an hour or two hours before the encounter. The important thing here is that the imagery is placed correctly in the pre-encounter program. However, these studies should not be forced on athletes, hasty practices and behaviors should be avoided.

After the competition, they can reinforce the successful movements of the athletes by imagining them. Post-match imagery exercises should be done without delay if the athletes are sad and very tired. Successful moves made in the encounter should be visualized in a clear and controlled manner, increasing the likelihood of their re-application in subsequent encounters. Misapplications, on the other hand, can be reviewed with the help of imagery after the encounter and turned into a positive one. Mistakes should not be overemphasized, imagination should always be completed correctly and successfully.

**c. Imagery can be used in the intermediate times that exist in practice and matches.**

Sports branches consist of areas of different lengths and intervals. During these times, athletes can practice imagery. After balls kicked out, going back, penalty or free throws, corner kicks, halftime breaks, time-outs, field changes, in situations where the game is stopped due to injury, the athlete can improve his mental state and focus more on what he is going to do, so that he can motivate himself.

**d. Imagery can be used in the personal time athletes have.**

Athletes can do their imagery at home or anywhere. However, the place and time for these studies should be planned in advance. Thus, athletes can do imagery exercises in quiet places and times as they see fit. Imagery can be done before going to bed, getting up in the morning, before or after a meal. The important thing here is the athlete's imagination work with concentration and giving the necessary importance.

Doing the imagery when needed, or doing it sometimes and not doing it sometimes does not contribute to the performance. Therefore, professional or amateur athletes, regardless of their goal, should routinely and continuously perform imagery in order to be faster, stronger and more successful (Biçer, 1996).

**e. Imagery can be used in post-injury recovery.**

Imagery combined with relaxation exercises can play an important role in reducing the anxiety of athletes about injury. Athletes can keep themselves ready by imagining the technical and tactical practices of the sports branch they are interested in during the injury period. Thus, athletes return to the field emotionally and mentally ready after injury. In fact, it has been proven at the end of research that positive imagery accelerates the healing process.

- Imagination studies should be applied regularly, not haphazardly.
- In order to increase clarity in imagery, all the senses should be included.
- Control in the imagery should be developed and purpose-directed.
- All types of imagery should be used purposefully.
- Visualization should be facilitated by pre-relaxation.
- Coping strategies should be developed using imagery.
- Imagery should be used both in training and in competitions.
- Technological opportunities such as video, tape, cd, vcd should be used to develop visualization skills.
- In order to increase the quality and effect of imagery, stimulating stimuli should be used.
- Dynamic and kinesthetic imagery process should be emphasized in the studies.
- Imagery should be used appropriately with time reality.
- Not to interrupt or interrupt the regular and continuous work place under any circumstances.
- An image log should be kept.

**6. EXAMPLE IMAGING STUDY AND RESULT**

The imagination of the athlete, the functions of designing, reasoning and structuring events play a major role while performing imagery exercises. In other words, the imagery should be well structured, colored, sound effects should be made and it should appeal to the emotions. Depending on the athletes, different imagery can be made. An example imagery study is presented below (Biçer, 1996);

There is a very important match and you have to win this match. But a lot of things are against you and you are having trouble. You will also be playing in front of a very aggressive audience. Depending on the outcome of this match, your rank will change, your reputation is at stake and you need to win the match. The match seems to be in the middle as the opposing team is also very strong. This is a derby match. Your fans are waiting for victory and cannot tolerate defeat. The press and media are constantly talking about this match. In short, you are under stress before the match even starts. But from now on it doesn't matter. Close your eyes and take a journey in your inner world. Whatever the case, you are extremely confident. It doesn't matter if you win or lose. These are the audience's problems. The important thing for you is to do your best and enjoy. You have full faith in yourself.

Despite all kinds of obstacles, you are extremely relaxed and full of enthusiasm. You are cool even in the toughest moments. You are ready either way. You are in harmony with your teammates and your coach. There is no trace of anxiety, fear and haste. You just concentrate on what you're going to do. The audience's fervent cheering is not something you're unfamiliar with. You're playing for yourself, you already know the happy ending once you've done your best. You are definitely not nervous. You focused on that moment. Nothing is real but that moment. You have rehearsed this match over and over in your mind, down to the smallest detail. Happy ending is coming soon and you are enjoying every moment. You know that even the strongest looking opponents can be defeated. Victory is not in anyone's monopoly. You know that only those who want a lot, work hard and do what is necessary have the right. You have done these things and you are ready for the results. Everything you think in your head is bright and clear. The pictures are big. Then the match is over and all is well. You have reached the happy ending. You played well and naturally success is your right. You already knew the outcome. You would be surprised if it was otherwise. You accept congratulations. Everyone is applauding you. But this painting is never the end, it is something that should happen. Now you are ready for the next match. You are happy, peaceful and full of confidence.

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# THREE SCHOOLS OF BUDDHISM: MAHAYANA, VAJRAYANA, AND THERAVADA

Sushma Acharya\*

## Abstract

*Buddhism is the way of living of the common people. Buddhism is the ultimate paradise of love and compassion. Buddhism is the science of love and peace. Buddhism is an umbrella term for Mahayana, Theravada, and Vajrayana sects. To generalize the core values of Buddhism from three schools of thought Mahayana, Theravada, and Vajrayana the review has been conducted. There are many subsects and verities of Buddhism all over the world; however, the conclusion is the same. Eightfold paths, Five precepts, Four noble truths, and the Theory of independent origination are the common benchmark of every Buddhist around the globe.*

**Keywords:** *Buddhism, Mahayana, Theravada, Vajrayana*

## Introduction

The fundamental elements of Buddhism are based on four *Brahmavihars* i.e. Maitri (Friendship), Karuna (Compassion), Mudita (Mindfulness), and Upekshya (Neutrality) (Shrestha). Thus every Buddhist must have these four fundamental qualities. To know the syncretic nature of Buddhism, one has to visualize the general history of the development of Buddhism in Nepal. Buddhists in Nepal believe that all three schools of Buddhism originated during the time of Lord Buddha-Mahayana, Theravada, and Vajrayana. Buddhism, as a long-running tradition thriving in many cultures and epochs of history, is of course a complex phenomenon. The traditional description of what Buddhism entails is to point to the Three Jewels of Buddhism Buddha, Dharma, and Sangha. This formulation, the Triratna, gives wide scope to understand the phenomenon of Buddhism overall. Rituals are simplified and meditation is offered to all members lay and sangha alike. On this basis, there are three vehicles (Yana), mots closer to Buddhist subsects in Nepal. Entire Buddhists (Followers of Mahayana, Theravada, and Vajrayana) must follow the philosophy of Buddha, Dharma, and Sangha. The philosophy is expanded all over the world. The Mahayana and Tantric Buddhism that was developed there was exported to Tibet, China, Mongolia, Japan, and Korea (Gellner).

Originating in the 5th-6th century BCE Buddhism is concerned with universal salvation. The Buddha lived as Prince Siddhartha before renouncing his family and wandering in search of enlightenment. Buddhism teaches that all of life is suffering, caused by desire.

During the regime of Sthunko, the fourteenth ruler of the Kiranti Dynasty Ashoka visited Nepal in about 250 B.C. Buddhism in Nepal started spreading from that time. To commemorate his visit, he got four "stupas" erected in four quarters of Lalitpattan, and still, we have the Ashok Pillar with the script as proof in the Lumbini the birthplace of Gautam Buddha. Buddhism called the dharma, spread over Asia and developed into three basic traditions: Theravada, Mahayana, and Vajrayana. Buddhists call them "vehicles," meaning they are ways to carry pilgrims from suffering to enlightenment (Badal).

Theravada began to take shape around 250 BC. It is considered the most orthodox form of Buddhism and has followers mainly in Southeast Asia, especially in Nepal, India, Thailand, Myanmar, and Sri Lanka. The *Vipassana* movement (and by extension the mindfulness hype) is a modern-day school within Theravada Buddhism (Gombrich).

Mahayana, the Great Vehicle, slowly came into being around the 1st century B.C. with contemporary followers mainly in China, Japan, and Korea. Famous schools within Mahayana Buddhism include Zen (Chen) and Pure Land (Bechert and Jens-Uwe). Vajrayana or *Diamond Vehicle* arose around the 5th century A.D. as an extension of Mahayana. Tibetan Buddhism derived from this school around the 7th century AD. At the movement of time of religious revolution according to people's choice and their community unity such as caste religion geography etc. Buddhism is also divided into three branches although the base of all Buddhists has the same Buddhist perspective on the causes of violence and ways to prevent violence and realize peace. The last section explores the potential of Buddhist contributions to peacemaking efforts and the promotion of a culture of peace in today's world. Buddhism has enjoyed a long history and enrichment by generations of people in various traditions, ranges north and south with many cultures and regions vision with peace in the light of peace studies in branches across (Yeh). These three vehicles to get Buddhist enlightenment in an umbrella term is the study "Three Schools of Buddhism: Mahayana, Vajrayana, and Theravada". According to Vajrayana Buddhists in Tibet and elsewhere, Theravada limits the Buddha's message to the few, Mahayana opens it up to the many, but Vajrayana makes it possible to envision an entire Buddhist society.

## Problem Statement

Buddhism is the philosophy of the middle path. According to four noble truths, there is suffering, there is a reason for suffering, suffering can be cured and there is a way to eliminate all sufferings. To get freedom from suffering human has to travel in a vehicle of enlightenment. These vehicles are Mahayana, Vajrayana, and Theravada. They are seen as powerful beings, but beings that are still bound to Samsara, the cycle of reincarnation. They are not enlightened or liberated and cannot assist on the way to liberation (Usarski). Buddhism attained prominence because the religious cooperation, traditions, cultures, etc. come together. The conscious bringing together of people from diverse religious, spiritual, and ethical beliefs, but also after having deep relationships and common thoughts there are many arguments and problems in the religions (Bhattachan). Buddhists often present their own religions as being extraordinarily tolerant and open, in distinction to the Abrahamic faiths which are usually perceived as particularly intolerant and absolutes (Usarski). Buddhism is the science of peace, compassion, and tolerance. However, which vehicle for enlightening is easier and faster is a deep-rooted problem among Buddhists. Mahayana, Vajrayana, and Theravada which is the best vehicle for salvation?

## Objectives and Method

Theravada Mahayana and Vajrayana, in fact, have considerable influence upon each other. Buddhist ideas, practices, and ideals are found counterparts in various developments. The main objective of the study is to find out the Comparison of Triyana (Mahayana, Vajrayana, and Theravada) its similarities among differences, and its advantages in commons. Buddhism is the ultimate paradise of love and compassion. Buddhism is the science of love and peace. Buddhism

is an umbrella term for Mahayana, Vajrayana, and Theravada sects. To generalize the core values of Buddhism from three schools of thought Mahayana, Vajrayana, and Theravada the review has been conducted. Methodologically, it is the review of secondary sources. The references are used as the list of data sources.

## Discussions

Triyana (Three vehicles – three schools of thought) is the mixed pot of Buddhist cultural heritage. Buddhism is based on the resources (tangible and intangible) that international Buddhists, as well as non-Buddhist communities, are attracted and exposed to all branches of Buddhism.

The Buddha's teachings that contribute to peace-building and peacekeeping in the world as based on the principle of dependent origination, its analysis of the causes of conflicts and violence, and the open communication and participatory decision-making procedures in social organizations, would inform and provide useful paths for theoretical approaches and research-based applications in peace studies. The Buddhist observation and reflection techniques developed for more than 2,500 years may start an “inner revolution” for Buddhists as well as peace activists enabling them to see more clearly the multilateral forces operating in the situation and reexamining the appropriateness of their own causes and behaviors (Yeh). Triyana and its precious specialty play a vital role to spread Buddhism and growth around the world. There are other many different types of Buddhism, including Zen, Thai Forest Tradition, and Pure Land Buddhism. The three main schools of Buddhism authentically declared the three main branches of Buddhism are Theravada, Mahayana, and Vajrayana.

**Table 1: Three schools of thought- Triyana- Theravada, Mahayana, and Vajrayana**

<b>Theravada Buddhism: The School of the Elders</b>	<b>Mahayana Buddhism: The Great Vehicle</b>	<b>Vajrayana Buddhism: The Way of the Diamond</b>
Theravada, the School of the Elders, is the oldest school of Buddhism. It draws its practices from the earliest Buddhist teachings (Tewari).	Mahayana's “Greater Vehicle” movement arose within Buddhism around the beginning of the Common Era and became by the 9th century the dominant influence on the Buddhist cultures of Central and East Asia.	Vajrayana Buddhism is known as “the Way of the Diamond.” But it’s sometimes also called Tantric or Esoteric Buddhism (Bechert and Jens-Uwe).
Theravada Buddhism follows the Pali Canon the oldest recorded teachings of the Buddha. The teachings are written in the ancient Indian language, Pali. Both Theravada Buddhism and Hinduism feature the Pali language (Gombrich).	Popular sutras in Mahayana Buddhism are the Lotus Sutra and the Heart Sutra (Shrestha)	And as far as different types of Buddhism go, Vajrayana is one of the most unique (Usarski).

Theravada is the most conservative branch of Buddhism. In fact, a number of strict rules govern Theravada meditation practice. And new teachings are often rejected from the practice (Kloppenborg).	The Mahayana tradition allows for new teachings outside the Pali canon. A bodhisattva is a person who has become awakened. In fact, bodhisattvas have the ability to access nirvana, the state beyond suffering. But instead of doing so, they choose to delay their nirvana to guide and teach others.	The intense application is needed for many Vajrayana Buddhist practices; most Vajrayana schools only accept advanced teachers and students (Shrestha).
The aim of Theravada Buddhism is to become an arhat — a fully awakened being. This can be achieved through meditation, the contemplation of sutras, and following the Buddha's Noble Eightfold Path (Gellner).	In Sanskrit, Mahayana means, "Great Vehicle." Why? Well, this is a reference to the Mahayana Buddhism teaching of the bodhisattva (Yeh).	Some of these practices combine spiritual and physical practices that can be overwhelming for beginners (Bechert and Jens-Uwe).
The Noble Eightfold Path includes the right vision, the right emotion, right speech, right action, right livelihood, right effort, right mindfulness, and right meditation (Peng).	In Mahayana Buddhism, anyone can become a bodhisattva. And bodhisattvas work to help others achieve freedom from suffering.	What makes Vajrayana Buddhism so special is its approach to rapid Enlightenment through the use of tantras. The tantras are mystical texts that date back to the 6th century CE (Peng).
Theravada Buddhism is most popular in Sri Lanka, Thailand, Laos, Cambodia, and Myanmar (Gombrich).	Mahayana Buddhism is the most popular branch of Buddhism in Nepal, Japan, China, Tibet, and Korea (Upadhyaya).	Vajrayana is especially popular in Tibet, Nepal, Bhutan, and Mongolia (Badal).

(Source: Self-study, 2022)

### Theravada Buddhism

Theravada (Pali: *thera* "elders" + *vada* "word, doctrine"), the "Doctrine of the Elders," is the name for the school of Buddhism that draws its scriptural inspiration from the Pali Canon, or Tipitaka, which scholars generally accept as the oldest record of the Buddha's teachings (Bullitt). Theravada is a living style of Buddhism guided by old followers of Sakyamuni Buddha. This is the pure form of teachings of Sakyamuni Buddha started since the time of Buddha in the fifth century B.C.

However, the contemporary Theravada was started in Nepal in 1944 by Buddhists founded in Sarnath the "Dharmodaya Sabha" as a society of the Nepalese Theravada Buddhists. In the year 1946 Prime Minister Padma Shumsher Jung Bahadur Rana permitted at least one monk, Dhammaloka Thera. After 1950 Theravada Buddhism was able to develop relatively freely in Nepal. The "Dharmodaya Sabha" now moved its headquarters from Kalimpong to Kathmandu. In 1974 R.B. Vandy published a biography of the oldest Theravada monk in Nepal, Prajnananda Mahasthivira (Pafmananda Mahathera). An English version of this work appeared in 1978. Then it has taken a shape when Acarya Bhiksu Amrtananda, Nepalama Theravada buddhadharmako samksipta itihasa, Kathmandu, published in 1982. It is also known as Bhikkhu Amrtananda Thera, A Short History of

Theravada Buddhism in Nepal, Kathmandu 1982 (Shrestha).

The Nepalese Theravādins make adept use of forms of preaching keyed to the times. Preaching and teaching of doctrine are, as has been mentioned, in and of themselves a fundamental innovation when compared to the ritual orientation of traditional Newar Buddhism. Among the Theravādins are a number of superb preachers who know how to present the doctrine to their listeners in a diverting and yet serious form. They skillfully weave in episodes from the rich narrative tradition of Theravāda Buddhism, in particular from the Dhammapada commentary, the Jatakas, and the Rasavāhinī. In this connection, one should also mention the numerous Newari adaptations of Jataka narratives (Bechert and Jens-Uwe). Apart from preaching, there is probably nothing that has so furthered the spread of Theravāda Buddhism as the possibility of taking part in these meditational practices.

Theravada is believed to be the oldest form of Buddhism (Kloppenborg). The term itself comes into use later, but the Theravada tradition upholds the monastic path and adheres to the oldest surviving recorded sayings of the Buddha, collectively called the Pali canon. These original texts were set down in the Pali language by monks in Sri Lanka in the first century C.E. Prior to this codification, teachings had been transmitted orally, and concern arose those

original texts must be preserved in light of the growing heterodoxy that was developing at the time of Aryan civilization (Gombrich). Theravada recognizes the primacy and humanity of the historical Buddha. The Buddha was an exemplary figure.

Enlightenment is an arduous task, available only to monks who explicitly pursue the path of Shakyamuni himself. Theravada is the dominant form of Buddhism today in Sri Lanka as well as Burma, Thailand, Laos, and Cambodia. The subject matter of Buddhist art from these traditions focuses on the life events of the Buddha (Gombrich). Unlike in India, the Theravadin movement in Nepal is not advancing through proselytization. In India, following the inspiration and lead given by B. R. Ambedkar, most Theravadin adherents are new converts drawn from the Hindu scheduled castes, like Mahars in Maharashtra and Jatavas in Uttar Pradesh. But, as pointed out earlier, in Nepal Theravada is not converting non-Buddhists (Tewari). Thus Theravada is an easy way of salvation.

### **Mahayana Buddhism**

Mahayana is a philosophical movement that proclaimed the possibility of universal salvation, offering assistance to practitioners in the form of compassionate beings called bodhisattvas. The goal was to open up the possibility of Buddhahood (becoming a Buddha) to all sentient beings. The Buddha ceased to be simply a historical figure but rather was interpreted as a transcendent figure who all could aspire to become. The concept of many Buddhas and Bodhisattvas, as well as messengers of God and Saints, is included in Mahayana Buddhism (Shrestha). Mahayana is the advancement of Theravada and started from Tibetan or Himalayan communities' scriptures, effect Hindu influence. Mahayana believes in a metaphorical approach. In a Mahayana Buddhist Vihara of Lumbini, the visitors gaze at the picture celebrating the Buddha's birthday by the different Hindu Gods. Mahayana has comprised terms of worship, devotion, and salvation. The concept of many Buddhas and Bodhisattvas, as well as messengers of God and Saints, is included in Mahayana Buddhism. The philosophy of Buddhism was, in fact, in the line with existing Indian thought and the philosophy. Religious syncretism of Nepal is the best model Nepal mainly practices Mahayana Buddhism. Mahayana borrowed the concept of Supreme God, the conception of Bodhisattva, and the conception of heaven from the Vedic religion (Shrestha).

New sutras (texts) were added to the Buddhist canon, causing rifts among the various sects. Reformers called themselves the "greater vehicle" (Mahayana), and they labeled the traditionalists the "lesser vehicle" (Theravada). The bodhisattva developed as an enlightened being who postpones his own salvation in order to help others. Initially understood as companions to the Buddha, Bodhisattvas are spiritual beings who compassionately vow to achieve

Buddhahood, but have deferred this aspiration in order to liberate all creatures in the universe from suffering. The most popular bodhisattvas appearing in sculpture and painting include Avalokiteshvara (bodhisattva of mercy and compassion), Maitreya (the future Buddha), and Manjushri (bodhisattva of wisdom). Mahayana also spread to Southeast Asia; however, its greatest impact is felt in the East Asian nations of China, Korea, and Japan. As Mahayana evolved, it continued to expand a vast pantheon of Buddha, bodhisattvas, and other divine and semi-divine beings, drawing from and assimilating regional and local traditions. Thus Mahayana is an advanced, improved knowledge including other Buddhist philosophies.

### **Vajrayana**

Tantric and another form of Buddhism specially taught by Guru Padmasambhava with his Vajra is Vajrayana. It is a further evolution of Mahayana Buddhism Tantric or Esoteric Buddhism, is Vajrayana (the Vehicle of the Thunderbolt), developed about 500–600 C.E. in India. An offshoot of Mahayana Buddhism, the origins of Tantric Buddhism can be traced to ancient Hindu and Vedic practices as well, including esoteric ritual texts designed to achieve physical, mental, and spiritual breakthroughs. Tantric Buddhism is sometimes described as offering a shortcut to enlightenment. Because some practices subverted mainstream Buddhism and Hinduism, engaging in acts otherwise considered taboo, its practitioners were secretive. Initiates worked closely with a spiritual guide or guru (Peng).

King Pratap Malla is also credited for erecting Pratappur and Anantapur shrines at Svayambhu. He erected Vajrayana deities there. He also offered Vajra and Vajradhatu Mandala to Svayambhu and established a Guthi by donating 150 Kavindra Malli coins for illumination at Svayambhu in N.S. 783. He donated land for pasture in the east of Svayambhu (Shrestha). The Vajracaryas is the actual ritual specialists of Newar Buddhism (Bechert and Jens-Uwe). Historically, Newar Buddhism is to be grouped with the tradition of Indian Vajrayana or Tantric Buddhism, but it has developed its own peculiarities, which are one of a kind in Buddhist history. The book "Buddhism without Monks: Vajrayana Religion of the Newars of Kathmandu Valley" has given a clear picture of Vajrayana Buddhists in Nepal. Vajrayana Buddhism is most closely identified with Tibetan Buddhism; however, it also influenced parts of Southeast Asia and East Asia. Buddhism thrived in India for more than a millennium, reaching an expansive culmination in the Pala period in eastern India. By the 1100s C.E., Buddhism had declined mainly as a result of Muslim incursions. Before this time, however, Buddhist doctrine had been transmitted to Sri Lanka, which became a further point of reference for the spread of Buddhism to Southeast Asia. Travelers and missionaries carried the message of Buddhism by sea and land routes through Central Asia into China by the first century C.E., Buddhism

flourished in China between 300 and 900 C.E. and provided a point of reference for Buddhism as it developed in Korea and Japan. Chinese translations of Indian texts contributed to the development of printing (Bechert and Jens-Uwe).

Buddhism is still strong today in Bhutan, Cambodia, Japan, Korea, Laos, Burma, Nepal, Sri Lanka, Thailand, Tibet, and Vietnam (Badal). Throughout its history and transmission, Buddhism has been very adaptable to local beliefs and customs, and the combination of these local forms with imported beliefs and symbols is a characteristic of Buddhist art throughout Asia.

### Similarities of Triyana

Triyana has a parallel contribution to the development of Buddhism and tourism with diverse cultures, religions, language festivals, etc. are attractions. In the context of Nepal and South Asia, Buddhism and its branches are highly involved in its art, architecture, and philosophy comprising Buddhist temples, stupas, Gumbas, etc. These monuments represent their importance (Gellner). Within Triyana, there remain all forms of Buddhism, Buddhist principles, and philosophy as well as a certain emphasis on quietism and individual or civil liberation over activism and collective liberation for finding release from the images, narratives, and concepts that trap us into thinking reality and in this it helps us free ourselves from needing the world to be a certain way to make us happy.

According to the discussion Eightfold paths, Five precepts, Four noble truths, and the Theory of dependent origination are the common benchmark of every Buddhist around the globe. Entire Buddhists whichever the sect must follow:

- 1. Eightfold paths:** Right Understanding, Right Thought, Right Speech, Right Action, Right Livelihood, Right Effort, Right Mindfulness, and Right Concentration. The way of Sila, Samadhi, and Pragma.
- 2. Five precepts:** Refrain from taking life. Not killing any living being. Refrain from taking what is not given. Not stealing from anyone. Refrain from the misuse of the senses. Not having too much sensual pleasure. Refraining from wrong speech does not hurt people with words or minds. Refrain from intoxicants that cloud the mind do not use drugs.
- 3. Four Noble Truths:**
  - Dukha:** the truth of suffering,
  - Karan:** the truth of the cause of suffering,
  - Samadhan:** the truth of the end of suffering, and
  - Marga:** the truth of the path that leads to the end of suffering.

### 4. Theory of Dependent Origination:

Pratītyasamutpāda, commonly translated as dependent origination, or dependent arising, is a key doctrine in Buddhism shared by all schools of Buddhism. It states that all Dharmas arise in dependence upon other Dharmas: "if this exists, that exists; if this ceases to exist, that also ceases to exist" (Wikipedia). These four basic values of Buddhism are the common benchmark of every Buddhist around the globe. The fundamental elements of Buddhism are based on four *Brahmavihars* i.e. Maitri (Friendship), Karuna (Compassion), Mudita (Mindfulness) and Upekshya (Neutrality) (Shrestha) have to follow by everyone for peace and compassion in a happy life. It is the form of the Buddhist way of meditation. Without meditation, it is impossible to get salvation.

### Conclusions

Buddhism can be generally described as consisting of three groups identified as the followers of Mahayana, Theravada, and Vajrayana sects must follow Eightfold paths, Five precepts, Four noble truths, and a Theory of dependent origination with four *Brahmavihars* i.e. Maitri (Friendship), Karuna (Compassion), Mudita (Mindfulness) and Upekshya (Neutrality).

The culture and rituals are different. Meditation, practice, and philosophies are different. It is necessary because cultural rituals and practices are the identities of the community. Entire three vehicles are very important to preserve identity, art, and culture. Buddhism is the science of happiness. It is to develop mindfulness in the mind by removing the suffering. In Buddhism, there is a limit to change through applying Sila and meditation to change the world. Needs to pursue one's own enlightenment not only for oneself but for the sake of others and vice-versa. The more enlightened one becomes Buddhism inspires others to follow theory, radiate bliss, and this will draw the desire of others to the path. Somehow without meditating on Maitri (Friendship), Karuna (Compassion), Mudita (Mindfulness), and Upekshya (Neutrality) it is not possible to be transformed into salvation and happiness.

*Bhavatu Sabba Mangalam*

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# SOCIAL MEDIA MARKETING STRATEGIES FOR FINANCIAL INSTITUTIONS IN DEVELOPING COUNTRIES

Dr James Chikuni Jerera\*

## Introduction

Social media are becoming very effective tools how companies create new online business and gain a competitive advantage over its competitors. In the banking sector, there were changes in the market environment leading to the intensification of competition. Financial institutions need to come with ways for gaining competitive advantage, which includes adoption of social media.

The primary objective of this study is to examine the role of social media in company performance. The specific aims are to:

- Examine the influence of social media on the profitability of financial institutions;
- Assess the influence of social media on customer satisfaction in financial institutions;
- Determine the extent to which social media influence the internal business processes like recruitment and communication in financial institutions; and
- Examine the influence of social media on growth in financial institutions.

## Background to the study

According to Ali (2011), computers, cell phones, other digital devices, and the systems that knit them together have altered how many on the planet do almost everything, especially how they share information with each other. Lindsay (2011) argues that there was the rise of social media, which is part of digital media in the integrated marketing communication (IMC) mix.

User-friendliness and cheapness distinguish social media from other media. In fact, almost all social media have intuitive features and simple graphics, which allow for immediate use. "Most social media platforms are virtually free as the price of the hardware terminal (computer or smartphone) and the service provider costs are the only costs to incur" ([www.dx.doi.org](http://www.dx.doi.org)).

Lindsay (2011) argues that companies are using social media in marketing, customer service, human resources management, and for driving cultural change. Most companies and brands will be in a better position to enhance their image through the use of social media. They can plan the use of traditional and social media to reach out to more people, thus creating a bigger market for themselves and this enhances their performance.

In the contemporary business environment, social media has become a new marketing tool that is available to all businesses, that instantly develops relationships with potential customers (Taylor 2014). They also look at the brand building, product promotion, product development, and customer service, collaboration with stakeholders, employee engagement, and recruitment. An increasing number of corporations are turning to social media in an attempt to reach out to their customers in the wake of marketing budget cuts.

In the banking sector, the institutions are finding that they have to compete for clients with an increasing number of competitors (Musonda 2013). The market environment in the global banking sector has changed over the years (Harvey and Spong 2010). Lamikanra (2013) conducted a survey on customer satisfaction in the African Banking Industry and concluded that competition has intensified. Accordingly, the clients now have a larger bargaining power.

Musonda (2013) pointed out that there is intense competition in the Zambian Banking Sector and that Banks are losing clients and deposits. Therefore, banking institutions need to come with ways for gaining competitive advantage, which includes social media.

## Theoretical framework

The balance scorecard, one of the ways for examining the performance of companies, was the main theory in this study. The other two theories, related to social media, are the theory of public sphere and the uses and gratification theory.

## Balance scorecard

According to Akkermans and Von Oorschot (2012), the balanced scorecard (BSC) is one way of measuring the performance of a company. Kaplan and Norton (1992) developed the BSC as a tool for managing the performance of a company from four perspectives. The four elements of the BSC are the customer, internal business, financial, as well as learning and growth.

The BSC is an inclusive performance management tool that looks at both financial and non-monetary aspects influencing the performance of organisations (Barnabe 2011). The BSC is not only a measuring tool but also an important performance management tool.

The BSC also matches traditional financial performance measures with three additional aspects, which are customers, internal business processes, as well as learning and growth (Bhagwat and Sharma 2007). Therefore, “organisations do not simply rely on financial performance indicators when they use the BSC” ([www.drrobertdavies.com](http://www.drrobertdavies.com)).

### **Theory of public sphere**

According to Fraser (1999), the idea of ‘the public sphere’ is an arena in social life where individuals can come together to freely discuss and identify societal problems, and through those discussions influence political action. The public sphere designates a platform in modern societies in which citizens deliberate about their common affairs, hence, an institutionalised arena of discursive interaction.

According to Habermas (1989) cited by Fraser (1999), the idea of a public sphere is that of a body of ‘private persons’ assembled to discuss matters of ‘public concern’ or ‘common interest’. One can argue that social media networks can in use by actors as spheres or a medium for establishing relationships and sharing information about situations. One can argue, “Social media networks could facilitate rapid action because of the speed that information can travel from one part of the earth to the other” ([www.jstor.org](http://www.jstor.org)).

### **Uses and gratifications theory**

Uses and gratifications theory has been widely used in explaining social media use, especially by individuals (Onyinye 2013). The general agreement is, “Katz (1959) formulated the uses and gratifications approach” ([www.creativecommons.org](http://www.creativecommons.org)). According to this theory, in order for participants to use a particular medium, it should provide for certain gains or gratifications. Satisfaction of affective needs implies emotional, pleasurable, or aesthetic experiences that people have a need.

According to Gratton and Gratton (2012), social media provide gratifications to the users. For example, “the main gratifications gained from Facebook could be surveillance, self-presentation, social capital building, virtual people watching and social investigation” ([www.mbaskool.com](http://www.mbaskool.com)).

### **Influence of social media on financial performance**

Social media sites are in use by companies for marketing products and services. Given that marketing is one of the major business costs, social media sites, which are cheap and can reach millions of clients across the globe, are in use as cost-saving mechanisms. Social media marketing has become more common with the increased popularity of websites such as Twitter, Facebook, LinkedIn, and YouTube (Buss and Begorgis 2015).

Social media marketing refers to marketing done through networking websites. While most companies and organisations have their own websites, it can be difficult to attract the users who are unaware of the company. Therefore, many organisations have found it useful to develop a presence on platforms such as Facebook, LinkedIn, and Twitter.

Social media marketing provides a low-cost opportunity for businesses to reach large numbers of users and gain brand recognition. Since social networking websites already have large established online communities, businesses and organisations can gain exposure by simply making their presence felt on these websites. The influence of using these social media sites is the increase in sales volume, and profits (Onyinye 2013).

Organisations can create custom social media profiles, and then build their own communities within these sites by adding users as friends or followers. Many companies attract users by posting frequent updates and providing special offers through their social media profile pages. While social media marketing is a powerful online marketing tool, it is typically in use to supplement other marketing methods rather than replace them (Onyinye 2013).

### **Influence of social media on customer satisfaction**

According to Evans (2011), social media sites can be in use for soliciting feedback from the clients and are tools for facilitating customer satisfaction. Nothing is more dangerous to an organisation’s lifeblood than a group of customers who lack satisfaction. Yet, oftentimes, an organisation may not even be aware of clients’ issues until they have incurred reputation damage or a trending loss in revenue. By cultivating meaningful relationships online, product development leaders can work with clients to share roadmaps and plans collaboration, and get early input from the people who would be their buyers at a later stage.

Professional networks also offer opportunities to make heroes out of users, enabling them to share best practice and learn first-hand from each other. This is especially effective with enterprise-level support when the key buyer is a higher-level executive and information sharing could result in strategic growth opportunities for all involved. The era of business-to-person (B2P) marketing harnesses the new and deep connections that are forming between customers, products, and their suppliers (Kaplan and Haelein 2010).

Social media groups, associations, and other social networks are now one of the most powerful influencing mediums in the world. The greatest opportunity business has is to engage in collaborative influence via the immediacy of impact through social channels. Great opportunities exist for many companies to engage with customers in social networks to test, elicit,

and validate ideas through various forms of collaborative influence (Hollensen 2011).

The move to social or collaborative influence requires a shift in sales, marketing, and development philosophy for many companies (Evans 2011). Further, “it is clear that challenges will face many marketers and communicators who endeavor to manage or control social media network content” ([www.fiveclockclub.com](http://www.fiveclockclub.com)).

### **Influence of social media on internal business processes**

Social media groups have changed the way companies do business as professionals (customers, partners, prospects, and employees). There is the use of social media as a platform for discussion of ideas, experiences, and knowledge-exchange (Evans 2011). Peer groups are there for idea sharing and virtual collaboration.

Using professional networks and online communities, decision-makers are connecting and collaborating with peers, experts, and colleagues everywhere in an on-demand environment, about the issues that keep them up at night. The impact of these far-reaching business networks is becoming clearer every day as millions of consumers, partners, suppliers, and businesses discuss and share their professional experiences with each other with increasing levels of trust and reliance.

Online communities provide a prime opportunity for organisations to get to know their customers more intimately and keep the finger on the pulse of their needs and behaviours. The time is now for companies to embrace communities to help them serve their clients better, faster and in more cost-efficient ways. Using online professional networks, companies now have an opportunity to forge a dialogue with their customers actively throughout the lifecycle, not just at the point of sale, to learn what they like and do not like about a product or service (Kaplan and Haelein 2010).

Moreover, social media also have an influence on human capital recruitment. Many companies have reaped benefits from recruitment via social media Twitter, Facebook, and LinkedIn. Social media has an advantage that it is real-time, cheap, has variety and it is trendy. Some companies are making huge savings on recruitment costs since the company is now using social media platforms such as LinkedIn to advertise existing vacancies.

The placement of adverts through social media helps companies to cast their nets wider from a large pool of talent around the world. Interviews can be through video conferences using platforms such as Skype. These methods are cheaper as compared to the traditional methods such as recruitment agencies or newspaper adverts. With harsh economic conditions, those savings benefits most companies' strategies of cost containment.

### **Influence of social media on growth**

Social media can facilitate the transformation and growth of companies (Onyinye 2013). The convergence of the Internet, Web 2.0, and mobile technologies has created a disruptive shift in business. The era of Business-to-Person (B2P) communications driven by all things social (social media, social networks, and social influence) has emerged as a new model for engagement.

According to Lindsay (2011), with social media, customers, and businesses now have an almost instantaneous platform for discussion of their ideas, experiences, and knowledge. Increasingly, the use of social media is playing an important role in the professional lives of decision-makers as they utilise the tools and mediums before them to engage their problem-solving processes. The social nature of decision-making has increased with impressive strength, connecting generations of professionals to each other, changing the dynamics of customer relationship management, marketing, and communications.

### **Conclusions**

The research came up with conclusions in line with each research objective. The following sub-sections present the conclusions.

#### **The influence of social media on profitability**

Social media platforms, particularly, Facebook, Twitter, and Blogs, have positive effects on the profitability of banks. The sites help the financial institutions to attract many clients. The use of social media results in the decline of marketing expenditure.

Social media marketing provides a low-cost opportunity for businesses to reach large numbers of users and gain brand recognition. However, while much attention is on the positive influence of social media on the financial performance of companies, if there is no proper social media strategy, there could be negative effects.

#### **The influence of social media on customer satisfaction**

Social media sites like Facebook, Twitter, and Blogs are in use to enhance client satisfaction. The use of social media promotes fast feedback from the clients. The rapid feedback and insight from consumers provide a mechanism for executives to assess consumer opinion and use this information to improve products, customer service, and perception.

## **Social media and influence on internal business processes**

The use of social media sites like Facebook, Twitter, and Blogs help to enhance the effectiveness of business processes like recruitment and communication. Social media has an influence on human capital recruitment, as it is cheap. There is also the use of Blogs for external communication.

## **The influence of social media on growth**

Facebook, Twitter, and Blogs are in use by companies to facilitate growth. In financial institutions, the use of social media resulted in growth in terms of deposits while there is a reduction of expenses.

## **Recommendations**

The findings of this study showed that the use of social media had positive effects on the performance financial institutions. The following are the recommendations of this study:

- Companies need to have a social media strategy;
- There is need to train their employees on the effective use of social media; and
- Social media is open to abuse. Therefore, there is a need for a legal framework to control its use.

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# TRANS HUMANISM AND DIGITALISM OF THE 21<sup>ST</sup> CENTURY: THE DIGITALIZATION OF WORLD - NATIONS AND STATES

Professor Dr Kemal Yildirim\*

## Abstract

Trans humanism is usually described as new Phenomena such as social and philosophical movement devoted to promoting the research and development of robust human-enhancement technologies. In fact, such technologies would augment or increase human sensory reception, emotive ability, or cognitive capacity as well as radically improve human health and extend human life spans.

**Keywords:** Trans Humanism, Digitalism, Nations and States

## Introduction

Characteristics of the Trans humanist movement and its' origin.

It is first Julian Huxley who is known to be both a biologist and Philosopher in which he has referred mainly to develop the human condition through various aspects of social and cultural change, but the essay and the name has been adopted as seminal by the trans humanist movement, which emphasizes later as a material technology. Although we also agree with Huxley that humanity evolved naturally, he is now arguing that it is now possible for social institutions to replace evolution in healing and rehabilitating species, proving to us that he is the pioneer of the Trans humanist movement, as a deep and priority foundation that makes us think today. It offers us a new dilemma of research field although the ethos of Huxley's essay—if not its letter—can be located in Trans humanism's commitment to assuming the work of evolution, but through technology rather than society.

I think many like-minded people can see that the adherents of this Movement tend to be extremely libertarian. Its main proponents are, for example, leading technologists such as the American computer scientist and futurist Ray Kurzweil, and scientists such as the Austrian-born Canadian computer scientist and roboticist Hans Moravec and the American nanotechnology researcher Eric Drexler, James Hughes and Swedish philosopher Nick Bostrom. From its inception, the movement developed as a loose association of groups devoted to "extropianism" (a philosophy devoted to transcending human boundaries).

As many thinkers can appreciate, we actually see Trans humanism essentially split between adherents of two

post-human visions – one where technological and genetic advances have created a radically advanced different human species, and the other where machine intelligence appears to be greater than human.

It seems to me that members of the Trans humanist movement also tend to split. A leading strain of Trans humanism predicts that social and cultural institutions, including national and international governmental organizations, will be largely irrelevant to the trajectory of technological development. For example, market forces and the nature of technological progress will lead humanity to approximately the same endpoint, regardless of social and cultural influences. Is this really so? We know that this last point is often referred to as the "singularity", a metaphor taken from astrophysics in a way that refers to the point of ultra dense matter at the center of a black hole that creates the intense gravity. Among many Trans humanists, the singularity is likely to stand out as the point where artificial intelligence leaves humanity behind and will thus enable the convergence of human and machine consciousness. This convergence will herald an increase in human consciousness, physical strength, emotional well-being and general health, and is thought to greatly extend the length of human lives. I think this rapprochement will herald an increase in human consciousness, physical strength, emotional well-being and general health, and is thought to greatly extend the length of human life.

As far as we know, human beings tell many stories like this, whether painted on cave walls or told in the light of fire. Rather, these stories reflect a desire for the superhuman: Googling the Future of Humanity: Through Glass to Trans humanism performances, often with the help of technology. This desire is still prevalent when we look at the resurgence in popularity of Walt Disney Company's (DIS) superhero series such as "Iron Man" or "The Avengers". Therefore, this desire to achieve can be called the desire to reach the current state of technology; it is rather that each other day presents new opportunities for human development. If we accept that wearable computing is such a development that has begun to enter mainstream awareness; we will see that the journey has only just begun. For example, Google Inc. (NASDAQ:GOOG) is already developing trending products. However, you may want to stop for a moment and look beyond the trend to see what lies ahead; In that case, that's what good investors should do. Our desire for human enhancement (more on that later) and cutting-edge technology will eventually push us towards implanted

computing and Trans humanism. Besides, Wikipedia defines Trans humanism as: It can be widely used to greatly enhance human's intellectual, physical and psychological capacities, for example, an international cultural and intellectual movement with the ultimate goal of fundamentally transforming the human condition by developing and making different technologies may be interacting in this sense.

I believe Google is one of the best investments to take part in the developing trend. Whether you realize it or not, we are aware that Google is starting to push the boundaries of being a technology company in this sense. If we give information about a few of the examples that show their work on improving the human body, For instance, Glass was originally scheduled to launch without a headset, but would use bone conduction as a way for the user to hear sound. Also, Glass's eyepiece shows a deep understanding of how the eye works.

Google X is the way to digitally capture your memories and export them directly to a database, cloud, etc. working on ways to save it. Meanwhile we may also notice that, Google released a mouthpiece; headphones, etc. filed a patent for a removable, digital neck tattoo that could replace having to talk to.

Google recently teamed up with the FDA to get approval for a contact lens it created to measure glucose levels in tears for diabetics. While from other hand, Google recently launched Calico, a subsidiary with the goal of ultimately improving the mortality rate.

These examples and Google's other products demonstrate not only an understanding of the human body, but also a desire to integrate technology with the body in more seamless and unobtrusive ways (e.g. skin and eye contact). Eventually, the target computing will be implanted.

If these reasons aren't that much logical to convince you of their future plans, let us remind you that Ray Kurzweil, Google's director of engineering, stressed that in the future humanity will "develop our own intelligence by combining with intelligent machines." create. So what are the advantages of "merging with the smart machines we've created," as Kurzweil says?

As what we really understand through these assumptions earlier in various sci-fi investment series, people want to be surrounded by the internet, to be one with their data; the next logical step is full-time, seamless development. Especially on today's world where the latest phone/gadget stands for prestige, wealth and access to the gadgets of the modern age, human development through implanted computing takes this to the next level.

In the days when "factories are lit" and AI is writing news articles, people may also decide to "upgrade" as a

way to maintain employment and stay competitive in this rapidly changing world.

People like their clothe styles, phone cases, profile appearances and for sure as well as the tattoos, piercings etc. They have always enjoyed expressing themselves with body arts such as this will be the newest frontier in self-expression and personalization in which we may not easily comprehend.

The, wearable technology is likely to just begin, but we should keep in mind that product adoption cycles are I guess even the implantable devices will be available for purchase in the next five to ten years.

### **Digitalism in modern Political Philosophy**

The world went through Nationalist, Communist as well as Neo liberalist movements but I am sure that it is now time for the era of Digitalism as the leading, global, system of social organization whether you accept it or not. Because in the past a few centuries, we have gone through various forms of social organizations, and political philosophies come and go in various parts of the world. For instance following collapse of (extreme) nationalism thereafter WWII. Then communism collapsed in the Western world with the collapse of the iron curtain. Surprisingly in China, however, communism survived and even thrived by welcoming capitalism into the system, allowing the people of China to grow their wealth significantly. In the Western democracies, The Liberalism became the accepted political and moral philosophy. Though we know that Liberalism has thrived in the past decades, to me now, it is likely to be that this global story of social organization is almost coming to an end. As Yuval Noah Harari has written in his books, the rise of big data and artificial intelligence could mark the end of Liberalism and liberal democracy. Harari stresses out that the international, rule-based system is almost collapsing, and the world needs a new post-liberal order now. I am also satisfied that this new order would all depend upon us, driven by emerging technologies that will change our lives drastically in the coming decades, and the current Corona crisis is a catalyst for it to make Digitalism the new world's political philosophy whether you agree or not .

### **The rapid rise of digitalism and its consequences**

Since the rapid growth of the Internet and the explosive growth of data collection, I think we are well aware that a new era has slowly begun. This must be like a novel I like to call Digitalism. Because we almost all know that today it will be the first globally accepted political doctrine, promoted and accepted by virtually all governments, by all companies large and small, and also increasingly feared by most citizens. As a matter of fact, we are aware that there is a political doctrine that perhaps almost no citizen really wants, but which will still be the main story. We can perhaps limit their possible Impact, but this requires collective action as citizens.

In today's World of Digitalism, we see the future as a data struggle between companies and (certain) governments trying to collect as much data as possible, and citizens trying to protect their data and privacy. Digitalism envisions a world where data is the most important resource in society. Well, when it comes to the question of where it is fed, of course it is fed by Capitalism and depending on the role of the government; it either provides mass surveillance (whether it is state or company surveillance) or aims to empower its citizens. Whatever the direction, it ensures that a winner gets all the mentality, leading to increased inequality. Citizens who can't keep up will lose. Does this fit into their general moral and ethical values?

Nowadays we are aware that Digitalism in short is a form of social organization in which the artificial takes its place in society. As machines will play an increasingly important role in society, it will require humans to adapt. What would begin with human-to-machine collaboration and an increased workforce will quickly result in predominantly machine-to-machine collaboration at all levels of society, significantly limiting the number of jobs available. The current mandate of many governments to work from home (whatever the goodwill behind it will likely accelerate this as companies will start looking for other ways to keep production going. After all, robots can't get sick and produce 24/7).

If we go back a few years, I would like to underline that in an age dominated by artificial intelligence, creativity is all that remains, nothing more than contentment with Imagination. In a few years, artificial intelligence has advanced so dramatically that we believe that creativity will no longer remain the only sphere of influence of humans. Impossible not to be convinced we already know that there are many stories about machines that write books, make music or paint. Computing power is still on the rise, and with the upcoming era of quantum computing, AI is likely to redefine creativity as well.

So what conclusion do we reach if we know that machines predominantly realize the future of work and creativity? We should at least anticipate that with smart machines and artificial intelligence gaining more prominence in society, taking over more and more jobs, and directing more and more money to an increasingly smaller elite, the masses will have to find new meaning in their lives. Can you imagine what the consequences will be when we come out of this crisis, when, depending on how long, remote workers find out that they no longer have to return to the office?

### **What Will Digitalism Bring to Humanity?**

Digitalism will undoubtedly corrupt societies by affecting all moral, ethical and belief values of faith in an intolerable way. Let's look at a few scenarios for how the rise of borderless digitalism will affect our society:

We will see darker factories designed in ways we cannot comprehend except the factories we know. You will find that such factories are equipped with fully automatic systems and you will not be able to understand anything from the equipment, so people will not be aware that they will be transported beyond the light as it is no longer part of the production process. Of course, as it is known, Companies that are not based on standard information will be built and these will be very costly and expensive, but once operational, they will generate huge financial returns due to the absence of expensive human workers. So who will benefit from this?

Meanwhile, Hackers and security experts will not be idle and will definitely turn to artificial intelligence. Autonomous artificial hackers trying to steal and protect the data of consumers and organizations will result in machine-to-machine wars operating with incredible speed and agility, but can you imagine the effective consequences of these wars? Digitalism will also put the traditional hacker out of business and will of course affect the privacy of consumers even more.

Artificially generated fake news, bad bots and online troll hordes will influence online (political) discourse. The purpose of these digital agents will be to maintain government or corporate oversight in place. Citizens will find it increasingly difficult to know what and whom they can trust online. Think of the multitude of people so far from the computer world.

Companies and governments will increasingly outsource their processes to AI, thereby increasingly taking over blue- and white-collar jobs. It will make organizations much more effective and efficient, but it will also bring significant challenges. Not only will AI be created by biased people and often trained on biased data, AI will also become a black box. What can you do in this case? Thanks to neural networks, it will be increasingly difficult to understand why some decisions are made. Because thanks to Digitalism, how we run our society will become incomprehensible and will be known only to the elite who own the data and artificial intelligence.

Whether free will exists has been debated for a long time, but what do you think would happen if free will disappeared with the rise of borderless digitalism driven by ever more advanced recommendation engines? Due to unlimited data collection, AI will know what you want better than yourself. Thus, organizations will have an economic incentive to continuously improve their recommendation engines and turn humans into machines that follow the advice of artificial intelligence. Yes, it may surprise you, but all these scenarios can of course scare you and it should be. A society organized based on digitalism will result in a small elite that will control digital tools, and the vast majority will submit to them. However, while many citizens will experience the benefits of these digital tools, they will increasingly feel unimportant. How irrelevant they will become depends on whether

or not Digitalism will be restricted. So are you in favor of restricting digitalism or are you in favor of keeping up with its rapid development?

### **Where Does the Future Belong?**

I believe that digitalism will replace Liberalism as the leading doctrine in the coming years, I'm sure you agree. This is certainly not something to look forward to, especially if you live in a country regulated by State Digitalism or Neo-Digitalism. In such states, digitalism will appear irresistible to business leaders and governments. But the massive (state or corporate) surveillance of citizens, where recommendation algorithms push citizens into certain corners, reveals the struggle of the 21st century.

In a society where digitalism is constrained, the negative effects may be limited. Regulations and tackling today's monopolies can help break them up and prevent them from becoming the new world dictators. Blockchain can be used to adopt a self-sovereign identity to allow citizens to own their data and stay in control. In democratic countries, as recently in the Netherlands, citizens can also fight algorithms; an algorithm was taken to court and lost. Landmark lawsuit rules that unauthorized use of people's data violates human rights

In my opinion, the rise of Digitalism is unstoppable and the current Corona pandemic can be a catalyst for Digitalism. But as citizens, that don't apply to corporations or dictatorial leaders, I don't know if we still have a chance to build a society that is there for its citizens, but it may depend on the decisions people make mostly. Companies like IBM and Microsoft that support the Pope's commitment to ethical AI are a good step in the right direction. It will take hard work and involve all stakeholders, but is anything better than being a slave to technology and losing our freedom and free will? Otherwise, this is a war we cannot lose, or we may lose everything. Can you imagine the consequences of this already?

### **Conclusion**

Industrial revolution, briefly XVIII is described as the major phase of mechanization and the use of steam power in the industrial field in Europe at the end of the century. Therefore, it can be said that modernism is one of the effects of modernism in the economic life of services, because the use of new technologies and inventions of machinery helps to increase the production of goods and to deliver these goods to the appropriate place when necessary. . Of course, these days' mechanized production and modern economic growth continue to expand into some new areas. As at that time, workers in search of the perfect industry move out of their work environment with requirements that will facilitate work and save time. In fact, the way to get the job done is not out there, it's in manpower. It is argued that the factory systems developed at that time are responsible for today's modern cities because

the system is new and workers have not had such an experience and therefore everyone has the opportunity to go somewhere in search of a greener stance. Most people don't know or have the changes yet. Economic zones create a large distribution of funds extracted from sources, which subsequently leads to a progressive change in legislation. After the second and third reform acts, income inequality has been reduced in Western countries by progressive and successive legislative arrangements that generally ensure the freedom of the people.

In underdeveloped or developing countries, however, the situation is much different. Education also strengthens the legal standing of unions that help the elderly, the sick, and the unemployed without undermining their political rights. For example, as in British, East India companies, the sale of goods and services has been approved by the government and thus; larger ships were built due to enlightenment after the increase in production aspects. It is worth remembering a quote from George Bernard, for example, that "market solution results in the best social solution". Thus, "For the first time in history, the standard of living of the masses of ordinary people has grown steadily.

The impact of the digital age on the social life of the society is linked to one's position in society, social class and also social background; today there are many changes in the social dimension of our lives. A very good example of this is many contemporary cultural events, changes in traditions and dressing style and so on, all of which is possible with the influence of the digital age we live in today. If we look around us today, we can realize that many things are changing. For example, in the eastern region, it is possible to come across many people wearing shalwar or pushi, and they are making use of digitalism. Ultra-modern smartphones are very popular here, but it must be difficult to find someone who has not added anything new to their traditional clothes, for example. For the Hausa and Fulani, there were those who did not know how to wear jeans and blouses but now we can see that it has become a common thing based on socialization. Previously most of them did not believe in the usefulness of schools, especially the Fulani, they only believe in raising cattle, it is always the same for all people living in rural areas, the women among them will stay at home, the men will work but now most families want to see their children in school, ignorance is dark, I can remember a word from my father The ignorant people don't leave books as a legacy and I can see how many things have changed these days. Today, there are many changes due to the impact of the digital age on the social life of our societies.

You must know that in the 17th century most social thinkers supported the idea of individual human rights, respects, freedoms, the old ways of exponential wealth of royalty and everyone else's exponential growth estates were solved in different ways, they were subdivided, they couldn't keep doing that much. People

have moved to towns, people in cities need jobs and need to buy things instead of doing it themselves. For example, migration from villages to cities in Turkey or migration of tribes from other Central Asian republics Lack of job causes poverty and lack of food. This has led to many new changes in business lines. Nowadays, many new immigrant employments are encountered in agriculture or small-scale business lines of local people.

The impact of the era on the political life of digital societies is today linked to the state, government or public affairs. There are so many changes in politics today, in government, we have branches of government where the government consists of legislative, judicial and executive branches and each branch of government listed here is its own responsibility to continue and also Digitalism has given rise to many winds of change in political social and economic sense these days even the Arab Spring possible to give.

Today, as a result of the impact of the digital age on the political life of today's society, it is undoubtedly possible to write an article, a letter or even a book or article, letter that will get you online via computers everywhere,

In conclusion, I believe that we should once again question the good or bad aspects of Digitalism from the point of view of conscience, as the digital age brings so many changes in our daily lives and also brings our environment to different dimensions in terms of practical, experimental and scientific knowledge or technology.

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# HUMAN RESOURCE CAPACITY FOR MONITORING AND EVALUATION IN RELATION TO ORGANIZATIONAL PERFORMANCE OF SELECTED NON-GOVERNMENTAL ORGANIZATIONS IN NORTHERN UGANDA

Sir, Dr Christopher Oyat and Odur Moses Ongom\*

## **Abstract:**

*The study focused on human resource capacity for monitoring and evaluation in relation to organizational performance of selected non-governmental organizations operating in Northern Uganda. The study used both quantitative and qualitative research paradigms to generate and analyze results. The study was a one-time-off and cross-sectional in orientation. Primary and secondary sources of data or information were relied upon. The use of questionnaires and interview guide became vital in the due process of data collection and management. Ten (10) non-governmental organizations with 175 respondents participated in the study. The study revealed that: on average, 77.5% of the respondents agreed that there is effective human resource capacity in executing attendant duties and responsibilities in monitoring and evaluating projects of the organizations. The study further revealed that on average, 86.04 of the participants agreed that there is effective and efficient organizational performance exhibited. However, the concluded by emphasizing that in all these organizations, human resource capacity should always be emphasized and strengthened more especially in the areas of: policy improvements, ensuring that M&E positions should always be filled when vacant; qualified staff should always be available; and training of staff should be regular. On organizational performance, the study emphasized that: strong and modern M&E systems should always be in place as tools for use in enhancing accountability and learning; and that routine program monitoring and evaluation are crucial, and should always be regular and relied upon to inform good practices overtime.*

**Key words:** *Human resource capacity, organizational performance, monitoring and evaluation.*

(Lahey, 2015). The practice of developing monitoring and evaluation grew out of expansion in educational program evaluation, stirring in public schools and universities. There have been seven stages in the development of program evaluation. It begun in 1792 when the first documented formal use of evaluation utilized the quantitative mark to assess students' performance (Lahey, 2015) while master craft workers were judging their apprentices handworks and learned scholars were arbitrating arguments long before; probably thousands of years before, and this stage was described by Madaus, Tufflebeam & Kellaghan (2000). Monitoring and evaluation (M&E) is a key component in enhancing organizational performance. It is increasingly an important tool in the efforts to achieving economic and social sustainability both in public and in private sectors. Foundations and grant seeking public charities, whether endowed or fundraising stressed the importance of accountability and performance measuring on the basis of monitoring and evaluation of activities (Carnman, 2009; Antheir & Hawkes, 2009; Lang & Schniper, 2005). It is should be noted that monitoring and evaluation belong to the evidence-based policy of these non-profit making organizations.

Building capacity in respect to M&E increases ownership over the development process for governments and citizens in the countries implementing development programs. Interest and activities in developing M&E varied considerably during the 1960s and 1970s (Gorgens & Kusek, 2010). Program monitoring and evaluation such as in connection with development projects or technical assistance activities were limited in concept and scope (Ibid, 2010). They were more concerned with disbursement and delivery of physical inputs and outputs than with the nature and impact on beneficiaries and performance of organization programs. In recent years, however, this has been changing (UN Task Force Report, 1984). It was not until the 1990s that development evaluation became "expanded and integrated" into professional associations with standards for the evaluation of international programs (Lahey, 2015). Now, there are professional evaluation organizations, such as the American Evaluation Association, Evaluation Institutes, such as "The Evaluators Institute of George

## **Introduction and Background:**

Globally, the international status of monitoring and evaluation in research remains theoretically and methodologically influenced by the American tradition

Washington University”, and many online e-learning courses.

The United States is the motherland of the field regarding M&E in terms of its trends, the number of authors and their academic and professional influence, and the degree of professionalization. The US remains the leader of M&E systems in the focus of academic programs, legislations and institutionalization of evaluation, development of models and approaches for evaluation, and evaluation capacity building initiatives. It still leads in terms of evaluation standards and guiding principles, number and attendees of evaluation conferences and workshops, publications and their impact factor, guides and evaluation handbooks.

In its framework for a functional M&E system, not only is it necessary to have dedicated and adequate number of M&E staff, it is essential for the same staff to have the right skills for the work (UNAIDS, 2008). Moreover, M&E in human capacity building requires a wide range of activities including formal training, in-service training, mentorship, coaching and internships. M&E capacity building should focus on the technical aspects of M&E, but also address skills in leadership, financial management, facilitation, supervision, advocacy and communication.

The M&E system cannot function without skilled people who effectively execute the M&E tasks for which they are responsible. Therefore, understanding the skills needed and the capacity of people in the M&E system (undertaking human capacity assessments) and addressing capacity gaps (through structured capacity development programs) is at the heart of M&E system (Kusek, 2004).

Building an adequate supply of human resource capacity is critical for the sustainability of M&E system, and is generally an ongoing issue. Furthermore, it needs to be recognized that “growing” evaluators require far more technically oriented M&E training and development than can usually be obtained with one or two workshops. Both formal training and on-the-job experience are important in developing evaluators with various options for training and development opportunities, which include the public sector, the private sector, universities, professional associations, job assignments, and mentoring programs (Acevedo, *etal*, 2010).

Monitoring and evaluation carried out by untrained and inexperienced people is bound to be time consuming, costly and the results generated could prove impractical and irrelevant (Nabris, 2002). These challenges affect the success of projects. In assessing the challenges of organizational development, CSOs in the Pacific (UNDP, 2001; and 2009) reported inadequate M&E systems being in place. The report further shows that the lack of capabilities and opportunities to train staff in technical skills in this area remained a great challenge of the time. During consultation processes, there was consensus among

CSOs in Asia-Pacific region that lack adequate monitoring and evaluation mechanisms and skills were major systemic gaps across the region. Furthermore, while there is no need for CSOs to possess extraordinary complex M&E systems, there is certainly a need for them to possess a rudimentary knowledge of, and ability to utilize reporting, monitoring and evaluating systems (Gorgens & Kusek, 2010).

#### **Problem Statement:**

Major donors have reported cases of low staff productivity, lack of staff capacity in conducting effective and efficient M&E of activities, and poor quality reports as well as organizations failing to meet project datelines and commendable deliverables. Additionally, United States Agency for International Development (USAID) partner assessment report of 2013 in East Africa identified lack of competent programming systems - focusing on M&E capacity; and routine field level monitoring as key areas of weakness among NGOs in northern Uganda (GAAP, 2013). A further challenge is that of ensuring that the NGOs have human capacity and necessary competence to analyze and make use of information that emerges from monitoring and evaluation systems (Britton, 2009). Many Ugandan NGOs lack the capacity to employ both M&E professionals and in-house ICT staff who are well skilled to understand M&E, and for the development of appropriate tools (Sammy, 2015). This has led to the development of inferior M&E systems that do not meet internal and donor requirements (Sammy, 2015).

#### **Purpose of Study:**

To examine the relationship between human capacity for monitoring and evaluation, and organization performance of selected NGOs operating in northern Uganda.

#### **Scope of the Study:**

This study investigated ten registered NGOs operating in northern Uganda which included: Transparency International, GOAL Dynamic, Bantwana World Education, AYINET, World Vision, LASIO, CARITAS, Child Fund, Reproductive Health Uganda – Lira, and Children’s Chance International.

#### **Methods of Study:**

The study used both quantitative and qualitative research paradigms in executing the purpose. It is a cross-sectional and a-one-time-off investigation executed. It is also a case study focusing on Northern Uganda with ten non-governmental organizations selected for study. 175 respondents were randomly selected, and were involved to provide data for the study. Primary and secondary data became useful in producing the report. The investigation relied on the use of questionnaires, interviews and documents available to produce associated findings.

**Results:**

**Table 1: Study Population and Sample Size**

Name of NGO	Target Population	Sample Size	Sampling Techniques
Transparency International	25	13	Purposive sampling
GOAL – Dynamic	48	26	Simple random sampling
Bantwana World Education	30	16	Simple random sampling
AYINET	40	21	Simple random sampling
World Vision	52	28	Simple random sampling
LASIO	41	22	Simple random sampling
CARITAS	39	21	Simple random sampling
Child Fund	18	10	Purposive sampling
Reproductive Health Uganda – RHU	20	11	Purposive sampling
Children’s Chance International – Lira	15	8	Purposive sampling
<b>TOTAL</b>	<b>328</b>	<b>175</b>	<b>Purposive sampling</b>

Source: Adopted from Lira NGO forum Annual Report, 2015.

**Table 2: Response Rate**

Sample Size	Sample Size	Responses	Response Rate (%)
World Vision International	20	19	95
GOAL Dynamic	27	20	74
CARITAS	24	17	71
Reproductive Health Uganda – RHU	15	10	67
Others put together	89	80	90
<b>TOTAL</b>	<b>175</b>	<b>146</b>	<b>79.4%</b>

Source: Field research, 2019

**Table 3: Categorization according to departments, titles and age brackets**

Variable List	Category	Frequency	Percent
<b>Department</b>	Works	10	6.8
	Health	12	8.2
	M&E	10	6.8
	Program	100	68.5
	Others	14	9.6
	<b>TOTAL</b>	<b>146</b>	<b>100</b>
<b>Job Title</b>	Program Officers	87	59.6
	Technical Officers	15	10.3
	M&E Officers	12	8.2
	Data Officers	9	6.2
	Others	23	15.8
	<b>TOTAL</b>	<b>146</b>	<b>100</b>
<b>Age Bracket</b>	20-30	48	32.9
	31-40	84	57.5
	41-50	13	8.9
	Above 50	1	0.7
	<b>TOTAL</b>	<b>146</b>	<b>100</b>

Source: Field Research, 2019

**Table 4: Monitoring and Evaluation**

	<b>Variable list</b>	<b>Disagree</b>	<b>Not Sure</b>	<b>Agree</b>
	<b>Human Resource Capacity</b>			
1	Organizational policy or set standards describe the roles of M&E exercises	4.1	8.9	87
2	There is clarity in M&E position	4.8	11	84.2
3	M&E staff are fully qualified and competent	13	13	73.9
4	M&E staff are trained from time to time to build their skills	135	15.1	71.9
5	M&E staff orientation are carried out to build their capacity in M&E	15.1	14.4	70
	<b>Average</b>	<b>10.0</b>	<b>12.5</b>	<b>77.5</b>

Source: Field research, 2019.

In reference to the human resource capacity of monitoring and evaluation team in question, 87.0% indicated having organizational policies that set standards that describe the roles of M&E; 84.2% indicated having a clear M&E position included in the organization policy framework. About 73.9% indicated having fully qualified and competent staff; 71.9% agreed that M&E staff members are trained from time to time; and that 70.5% are oriented to build their capacity in monitoring and evaluation activities.

The forgoing statistics imply that the organizations investigated had formidable and equipped M&E staff members who are able to monitor and evaluate the performance of their organizations. Being fully qualified and competent, they are likely to provide sound and professional monitoring and evaluation of activities. Overall, 77.5% of the participants agreed with the issues raised on human resource capacity. The 10.0% who disagreed with the issues provide a basis that these organizations should recheck and improve on their M&E human resource capacity as shown in table four (4).

**Table 5: Organizational Performance**

	<b>Variable list</b>	<b>Disagree (%)</b>	<b>Not Sure (%)</b>	<b>Agree (%)</b>
	<b>Organizational Performance</b>			
1	Human capacity for M&E most likely to promote and increase employee productivity	3.5	7.5	89
2	Strong M&E systems enhance accountability and learning in organizations	4.2	7.5	88.4
3	Routine program monitoring and evaluation will most likely provide information that enhances decision making	4.8	8.2	87
4	Monitoring system is likely to strengthen performances	5.5	9.6	84.9
5	Existence of M&E system for users is most likely to increase innovations among staff members	7.6	11.6	80.9
	<b>Average</b>	<b>5.12</b>	<b>8.88</b>	<b>86.04</b>

Source: Field research, 2019.

Based on the analyses executed, the participants demonstrated very high levels of agreement on issues raised in respect to organizational performance. For example, 89.0% indicated that human capacity for M&E is likely to promote employee productivity. 88.4% indicated that strong M&E system enhances accountability and learning; 87% indicated that routine program monitoring is most likely to provide information for enhancing decision making; 84.9% indicated that monitoring system is likely to strengthen

performance; while 80.9% indicated that the existence of M&E system is likely to increase innovation among employees.

The foregoing statistics demonstrate and confirm the need and value for M&E in organizations. Those who disagreed with the issues raised could have expressed so based on personal experiences with monitoring and evaluation systems in their respective organizations.

## Discussion of Results:

The relationship between human capacity for monitoring and evaluation, and organizational performance on the other hand was moderate and significant. In essence, it was found that as the selected NGOs considered providing for the development and improvement of their human resource capacity, particularly in the monitoring and evaluation department, it became clearer that their organizational performance would be significantly higher.

The study established that developing human resource capacity in M&E requires setting standards and policies that describe clearly the role of M&E. Most organizations investigated appeared to render serious concern and attached great value in human resource capacity building. This goes alongside in emphasizing the establishment of M&E positions in those organizations. The findings are in agreement with (UNAID, 2008) which observed that organizations do not only need M&E systems to be in place, but it is necessary to have dedicated and adequate staff members who have the right skills for the work. The fact that the majority of participants had degrees is evidence of availability of highly qualified staff in the organizations studied. The verbal expression of an interviewee supports the need for capacity building of M&E staff. The key informant had this to say:

*"...our organization is donor sponsored and donors are very strict when it comes to providing evidence of value for money. However, as you know, the monitoring and evaluation team provides reliable information to ensure value for money. This organization is so big to have only three monitoring officers. By the end of the day, we are so tired. We need more staffing in the department and perhaps regular workshops to polish and refresh our skills..... (An Interview with M&E Officer, 2019).*

The findings of the study however disagrees with Mthethwa & Jili (2016) who established that shortage of skills and lack of financial resources as major contributors to the ineffectiveness of M&E operation of many organizations. However, this study did not investigate the level of financial ineffectiveness and lack of skills among the selected NGOs. In a related study on M&E practices and challenges among Gaborone Based Local NGOs in Botswana, (Muzinda, 2007) it was established that 66.7% of NGOs which were implementing "behavioral change communication" projects were sort of best practices. Planning for M&E and implementing M&E processes were inadequate and not effective. The extent of ineffectiveness in planning and implementing M&E processes did not feature as major challenges among the selected NGOs studied in northern Uganda.

## Conclusion:

The relationship between human resource capacity for monitoring and evaluation and organizational performance among the selected NGOs appeared as a significant subject matter for reflection and practice. The existence of M&E department with clearly defined policies and standards that describe the roles of M&E have been clear evidence to this claim. These NGOs investigated offer training to their M&E staff members to ensure their capacity building from time to time. Certainly, regular training to staff members has the potential to buttress human resource competence and enhance labor productivity and performance. However, the potency for human resource capacity to cause a significant effect on organizational performance appeared to also rest on the relationships that existed between human resource capacity and coordination, control and accountability; innovation and employee productivity, all of which were found to be moderate and significant.

## Recommendation:

In relation to human resource capacity, NGOs must endeavor to provide serious and regular orientation to their staff members in the M&E department in order to build their capacity in monitoring and evaluation. This observation featured from some key interview informants, in respect to what was perceived and witnessed as great challenges met in some cases regarding M&E exercises.

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# THE CARBON STORY – THE FACTS

Dr John S Potter\*

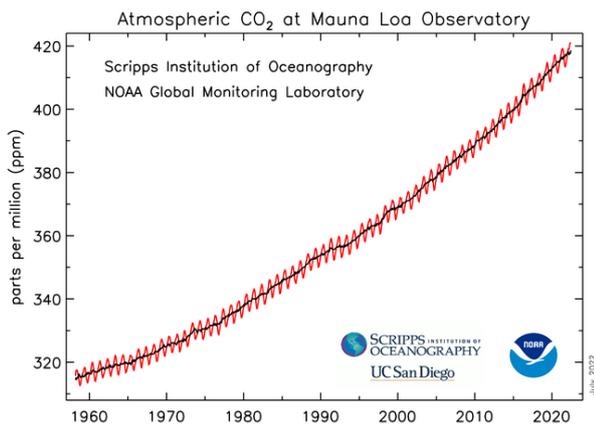
Last week I met an elderly woman. By way of opening a conversation I said: “How are you today?” She said: “I am very worried about sea levels rising.” I said: “I have good news for you, sea levels are not rising.” “How will I know,” she said. “Go down to the sea and take a look,” I replied. “Oh,” she said, “I never believe what I see, only what the experts tell me.”

Three weeks ago, Sydney was facing electricity blackouts. A woman from Manly posted a comment on Facebook: “I am not happy about blackouts but if this is what we have to do to get to the place where we have no bushfires, no earthquakes and no floods then it is going to be worth it.”

Sadly, this is no different from the things our politicians, the media and so-called scientists are telling us. They have one thing in common – **they ignore the facts**. The Climate Change dogma is the greatest delusion operating in human society since Aristotle argued that an arrow went forward because air displaced at the front went around to the back and pushed it forward; and that a heavy object would hit the ground before a lighter object when they were released at the same time at the same height. Newton disproved the first bit of nonsense; Galileo the second.

## THE FACTS

### What is happening to carbon dioxide levels in the atmosphere?



The figure above is the Keeling Curve (Anon 2022), named after Dr Charles Keeling who began recording atmospheric carbon dioxide levels in 1956 at the Mauna Loa Observatory located on the Island of Hawaii, **in the middle of the Pacific Ocean**, Latitude 19°N.

This Curve shows the level of CO<sub>2</sub> in the atmosphere has been steadily rising from 1956 to the present time at the rate of **1.75 parts per million per annum**. [The black line is the daily average; the red squiggles are daily variation due to the different uptake by plants at night compared to day.]

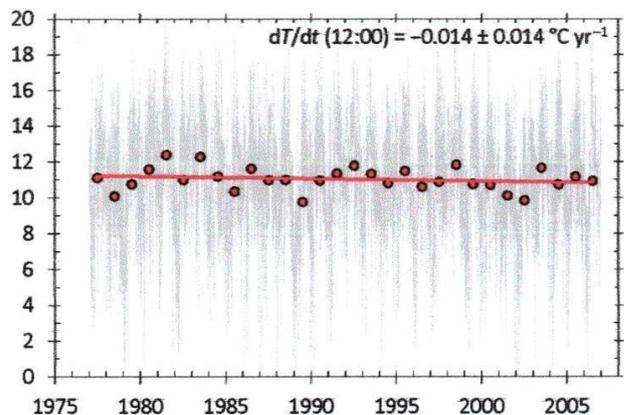
Italian scientists (Ciattaglia et al, 2010) measured CO<sub>2</sub> levels on King George Island in the South Shetland Islands from 1994 to 2009. Their records show a rise of 357ppm to 385ppm, i.e. 28ppm in 16 years - **1.75 ppm/year**. These data collected at Latitude 62°S appear to agree with the Keeling Curve for the same years. Thus, we have information from Hawaii near the Equator (Lat.19°N) and in the Antarctic (Lat. 62°S) that show atmospheric CO<sub>2</sub> levels are rising at the rate of 1.75 ppm per annum.

The data give no suggestion that CO<sub>2</sub> levels are going to stop rising. If CO<sub>2</sub> is the cause of atmospheric temperature rising then the planet is going to get continually warmer.

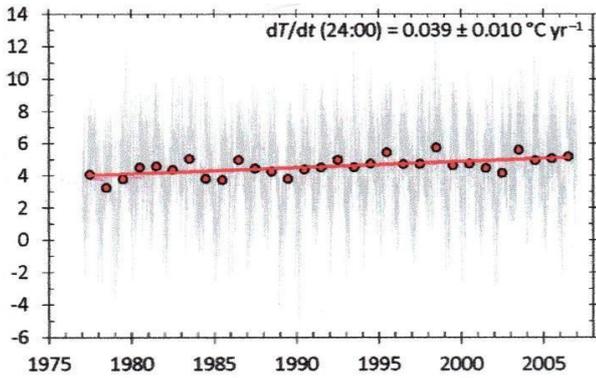
### Has the Temperature at Mauna Loa risen as a result of the increase in CO<sub>2</sub> levels?

The graphs below (Malamud et al 2011) show the temperature at Mauna Loa from 1977 to 2006 (30 years). The graph below shows the average temperature in degrees Celsius at mid-day; this suggests that over the 30-year period the average temperature **fell** by 0.4°C. The lower graph gives the temperature at mid-night, over 30 years the temperature **rose** by 1.2°C.

Temperature Trends at Mauna Loa Summit, Hawaii: 1977-2006



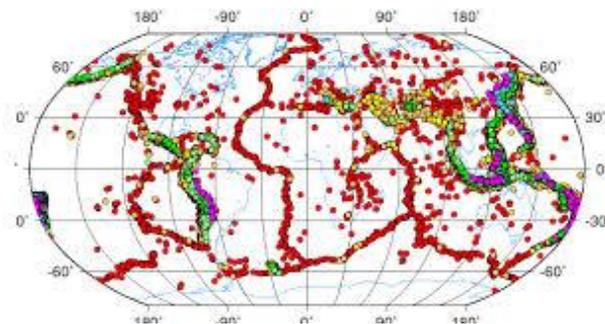
Mean Daily Temperature at Mid-Day



Mean Daily Temperature at Mid-Night

**Where is the CO2 coming from?**

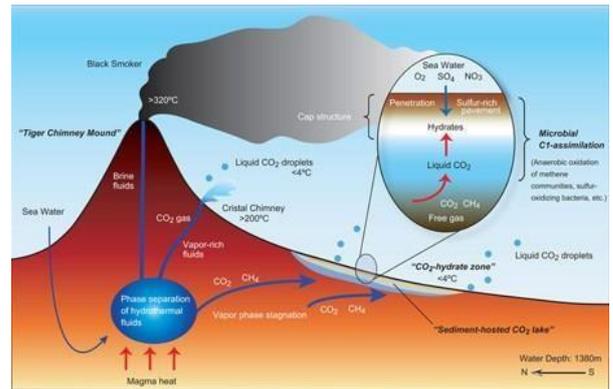
The Island of Hawaii and the King George Island are remote from industrial sites. It is unlikely that the burning of fossil fuels is the cause of the increase in CO<sub>2</sub> at these sites, especially as industrial activity is not increasing uniformly, year by year, on the planet. The only other major source of CO<sub>2</sub> is that released by undersea volcanoes. One estimate is that there are one million volcanoes under the sea. This figure would be hard to verify but we can say that there is a lot of them.



The Earth showing sites of volcanism

Active volcanoes emit a variety of substances, CO<sub>2</sub> included. At depths below 3 000m, CO<sub>2</sub> tends to be permanently trapped. Japanese oceanographers (Inagaki et al 2006) have reported huge lakes of CO<sub>2</sub> in the deeper parts of the ocean.

At depths of less than 3 000m, liquid CO<sub>2</sub> rises slowly to the surface. The average depth of submarine volcanoes is 2 600m so a great many volcanoes, possibly more than half a million, are less than 3 000m deep. At about 100m under the surface of the sea, liquid CO<sub>2</sub> changes to gaseous CO<sub>2</sub>. (see the diagram below). Some gaseous CO<sub>2</sub> bubbles to the surface; some dissolves in the sea-water to form weak carbonic acid (H<sub>2</sub>CO<sub>3</sub>), some of it is released into the atmosphere. We can hypothesize that this gas may be the major contributor to sea acidification and the reason levels of atmospheric CO<sub>2</sub> are rising uniformly across the planet.

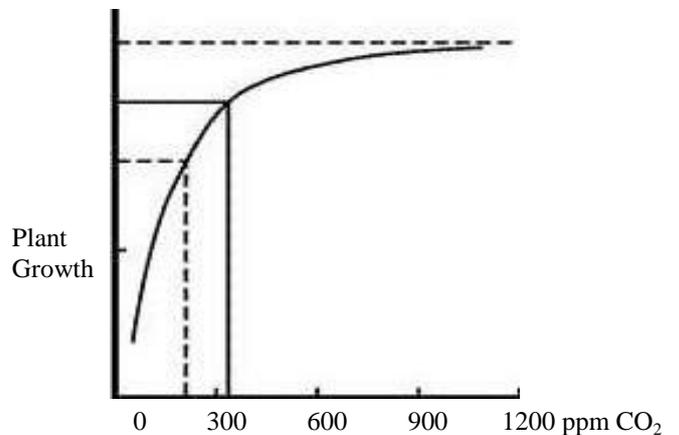


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**CONCLUSIONS**

1. Atmospheric CO<sub>2</sub> is increasing uniformly across the planet at the rate of 1.7ppm each year. There is no indication that this process will cease. The Keeling Curve is showing a slight tendency to show binomial characteristics; the rate could increase in the years ahead.

The level of 316ppm in 1956 was dangerously low - at levels below 300ppm plants begin to die. Plants continue to benefit from concentrations up to 1000ppm - see diagram. This is why vegetable growers pump CO<sub>2</sub> into their glasshouses, the benefits are great - see photos.



The rate of Growth in Plants and CO<sub>2</sub> in the Atmosphere



Fig 2: Improvement in the growth of pine seedlings when we add CO<sub>2</sub> to the air in a glasshouse

2. An increase in CO<sub>2</sub> level at the rate of 1.75ppm per annum did not give an increase in mid-day temperature at Mauna Loa over 30 years, while mid-night temperature rose just over 1°C during the same period. The mixed signal from these data suggests it may be critical that we state the time of the day that measurements were made when quoting temperature data.
3. The increase in atmospheric CO<sub>2</sub> on the Hawaii and St Georges Islands has been **even** over time and far greater than could be contributed by human activity. The most likely source of increasing CO<sub>2</sub> in the atmosphere is the ocean but this hypothesis needs empirical testing. If it proves to be the case, then there is **nothing we humans can do to stop it**. Rather than call CO<sub>2</sub> a pollutant, we should be rejoicing that a potential major tragedy resulting from low CO<sub>2</sub> levels was avoided in 1956 and that the potential for food production on the planet is increasing year by year.
4. The International Panel for Climate Change have an agenda behind their promotion of the Climate Change dogma – see my book “That Carbon Story” [www.johnpotterpublish.com](http://www.johnpotterpublish.com).
5. I have prepared Carbon Work Sheets for teachers of Middle School Students to use. These can be accessed free of charge on [www.johnpotterpublish.com/BOOKS](http://www.johnpotterpublish.com/BOOKS)

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# THE USE OF EMOTIONAL INTELLIGENCE TO IMPROVE TAX COMPLIANCE ENFORCEMENT

Professor Dr Christian Ndukaire Onyegbule\*

## 1. INTRODUCTION

Taxation is the main means of revenue generation by government for the execution of its myriad of functions, especially in fostering growth and development. The ability of government to do this was challenged by the disruptions of economic activities and therefore revenue generation as a result of COVID 19 pandemic. While I will take a global view of this topic, there will be emphasis on Nigeria.

It is important to note that tax is also the cheapest source of revenue available to government<sup>i</sup>. The cost of collection of tax in Nigeria is less than four percent as opposed to lending rate of 14.00 percent as at June, 2022<sup>ii</sup>. Due to its importance, governments all over the world put great efforts in tax revenue maximization in order to mitigate the perpetual insufficiency of funds.

The disruptions brought about by COVID 19 pandemic created financial difficulties for most countries and business entities to the extent of requiring palliatives to stay afloat. As a result of the disruptions of economic activities, governments' tax revenue fell drastically. The devastating effect of the pandemic on the economy was traumatic especially on businesses upon which government depends for its tax revenue. It is therefore auspicious to look for new ways of tax compliance enforcement that assuage the feelings of taxpayers from expected increased burden of tax. It is in this regard that a more empathic tax compliance enforcement system that incorporates the use of emotional intelligence is being recommended.

## 2. TRADITIONAL METHODS OF TAX REVENUE GENERATION IN PERSPECTIVE

Historically force is used for tax revenue collection. In China, soldiers were used to forcefully collect taxes at some point in its history<sup>iii</sup>. The constitution of the federal republic of Nigeria, 1999, as amended, makes payment of tax an obligation of every citizen of the country.<sup>iv</sup>. According to Tanzania Daily news of February 14, 2021, the country still uses Task Forces to collect tax revenue, with TRA Official leading the teams<sup>v</sup>. This is in spite of protests by the taxpaying public and parliament.

The challenge now is the extent of force to be applied in the course of tax revenue enforcement in the face of global economic meltdown. This has been accentuated by further disruptions of business activities as a result of the pandemic and the current Russia vs. Ukraine war. It is emphasized that serious efforts should be

made to increase tax revenue that accrues to government so that it meets its ever increasing obligations. In spite of this, there should be no impulsive decision making, including tax decisions. As it's well known feelings tend to have more impact than thought<sup>vi</sup>. This may not bring about a rational decision on tax revenue generation.

The suggestion is that a sense of altruism should be built into tax enforcement decisions so as to mitigate the psychological trauma of taxpayers in carrying out their obligations. This approach will improve the perception of the fairness of the tax system<sup>vii</sup>. It will also serve as a means of bringing back those who exited the tax net at the height of the pandemic. This position is by no means condoning tax defaults.

While tax revenue collections centered on the use of force ultimately, various methods are used in tax revenue administration. These include government or administrative assessment. In this case the tax revenue official assesses the taxpayer to tax via a notice of assessment to tax. However, this is derived from financial statements and other tax returns submitted by the taxpayer.<sup>viii</sup> Some of the times disputes arise from this method assessment especially the need for tax lien before payment is made. Another method of assessment to tax is self-assessment. This is a more modern tax administration system. Under the self-assessment tax system, the taxpayer, with the benefits of knowledge of the true state of affairs of business transactions especially actual income earned, assesses self to tax and pays tax due to the relevant Revenue Service. Tax returns, with evidence of payment of tax, are subsequently filed with the Revenue Service.

A major consideration for the use of this method of assessment to tax is the reduction of delays. On the side of the tax administration it aims to optimize its tax revenue by reducing the cost of collection. Conversely, the taxpayer is encouraged by a system that reduces the cost of compliance through the reduction of cost of disputes and litigation. Cost reduction therefore is a hallmark of self-assessment. Apart from the efficiency which cost reduction represents, the system that produces it, self-assessment, could be said to be a veiled show of empathy for the taxpayer.

The objective of self-assessment is to ensure voluntary tax compliance (VTC) by the taxpayer. VTC is considered the ideal of the tax administration system<sup>ix</sup>.

The reasons for this are given below;

- a) It is democratic and treats the taxpayer as a stakeholder and therefore a beneficiary of the proceeds tax revenue;
- b) It saves time in that no tax lien is required before payment of tax due is made;
- c) It is tax compliance cost effective and to this extent a demonstration of empathy for the taxpayer;
- d) It builds thrust and confidence of the taxpayer in the tax system; and
- e) It reduces disputes and litigations.

However, although the system is voluntary, it operates on the tenets that are based on three tripods of taxpayer enablement (education, and customer service), compliance administration, and tax compliance enforcement.

Taxpayer enablement appears to be a show of empathy for the taxpayer in lieu of lack of adequate knowledge of the processes for carrying out tax obligations. On the other hand, tax compliance administration ensures that actions taken by the taxpayer in carrying out his tax obligations are within the ambits of law. One of the tenets of self-assessment is strict tax enforcement since the taxpayer had been given the benefit of taxpayer education and service. It is important to note that the action of strict tax compliance enforcement, in the event that the taxpayer defaults, aims to change tax compliance behavior.

The assumption of strict tax enforcement is that the memory of the pain of sanctions in the previous tax assessment year will compel voluntary tax compliance<sup>x</sup> in current and future years. It is for this reason that some scholars regard VTC as a tool for enforced tax<sup>xi</sup>. To embed emotional intelligence in tax compliance processes implies that the memories that will be left behind will be those of collaboration and support rather than pain. These memories are more soothing as to build confidence in the tax system.

### **3. CRITICAL ISSUES THAT RECOMMEND THE USE OF EMOTIONAL INTELLIGENCE**

The world has witnessed a pandemic through COVID 19 in recent years. The effect has been devastating on the economy with closure of businesses. The negative economic effects include loss of taxable profits and incomes. The disruptions in businesses have been so devastating to the extent that governments were compelled to give palliatives to some business units with a view to cushioning the effects of the pandemic. Some of the palliatives were given by way of extended moratorium of soft loans to some micro and small businesses<sup>xii</sup>. Multilateral Institutions and Donor Agencies had to step in by providing financial assistance to some countries as anchors to give financial support to businesses so that they will continue to operate in order to sustain jobs<sup>xiii</sup>. The financial support to countries by Multilateral

Institutions was aimed at getting the economies back on track so as to restore employment.

The dilemma is that at the national levels, governments including Nigeria have the need for more funds to carry out their obligations. It is noted that the cheapest source of such funds is tax revenue. The revenue is expected to be generated against the paradox of paying more tax in the face of disruptions of economic activities with resultant lower levels of taxable incomes and profits. Already some countries, such as Nigeria, are beginning to have debt overhang to the extent that the funds committed to debt servicing exceeds total revenue<sup>xiv</sup>. The insufficiency of tax revenue has caused full blown financial crises in Sri Lanka. The financial crises in Sri Lanka culminated in the Prime Minister fleeing the country and subsequently resigning<sup>xv</sup>. The government of Sri Lanka blamed COVID 19 which negatively affected the tourism industry as part of the main reason for the financial crises. Tourism is its main source of foreign currency earnings of Sri Lanka.

Surely steady flow of streams of income will do a lot of good in sustaining countries in financial distress. The question arises as to whether tax administrations should continue to hinge tax collection on the VTC strategy of 'strict compliance enforcement'. While some taxpayers are in financial distress some others developed disruptive technologies to continue in business and even to improve production. The use of remote working technology is one of such disruptive systems that provide solutions to working from a distance, yet with effective monitoring in times of pandemic. These activities produce taxable profits and incomes and will be taxed. However, it will be discriminatory if business activities of taxpayers that are not technologically efficient are not taxed appropriately. This will be a threat to the tax system and will negate the taxation principles of equity and fairness'. It is in this regard that I recommend a modified VTC system that builds in emotional intelligence management.

### **4. MODALITIES FOR EMOTIONAL INTELLIGENCE DRIVEN VTC SYSTEM**

The principles of VTC were discussed earlier in this article and it was established that the veiled use of force, ultimately, is the real driving force for the seeming voluntary compliance. While tax remains a compulsory levy by government, recent events that disrupted economic activities have made it imperative for a rethink of the strategy of ultimate use of force. It is not in the sense of jettisoning tax enforcement but being altruistic on how it is used. It is in this regard that the use of emotional intelligence is being canvassed especially the reliance on one of its attributes, that is, social awareness<sup>xvi</sup>. Therefore, in addition to other skills required by tax officials saddled with tax compliance enforcement functions, they of a necessity need to have the attributes of social awareness including being emphatic; visibly optimistic; being able to read facial expressions and to inspire others<sup>xvii</sup>.

Motivation is necessary in delivering higher tax revenue performance. The use of the attribute of social awareness and other attributes of emotional intelligence in tax compliance enforcement should be inclusive of all taxpayers. The requirement of the use of emotional intelligence is in consonance with some of the tenets of VTC, of which taxpayer enablement, vis-à-vis partnership and collaboration, are part. To this extent the tax official should develop more than a passing interest in the affairs of the taxpayer throughout the tax assessment year but more so before the due dates for payments and filing of tax returns. This approach is more helpful to taxpayers. Behavioral sciences should therefore become part of training requirements of tax officials.

The Revenue Service should develop the ability of staff to control impulse, as much as possible, and ensuring that feelings do not override thoughts. In other words, the law of least efforts should be resisted<sup>xviii</sup>. As a matter of emphasis; it has to be made clear that making decisions based on intuition violates the rules of rational choice<sup>xix</sup>.

## 5. CONCLUSIONS AND RECOMMENDATIONS

### 5.1 CONCLUSIONS

The studies I am carrying out on the use of emotional intelligence in tax compliance enforcement are still ongoing. In the mean time I will rely on commentaries and conclusions by other scholars. Valeria Keels (2019) in his article ‘Why Emotional Intelligence Is the 21<sup>st</sup> Century Skill Employees Need’ accepted and pointed to the findings and conclusions made by Dr Daniel Goleman, in his book ‘Working with Emotional Intelligence’. Goleman posited, ‘that emotional intelligence accounts for 67 percent of the abilities deemed necessary for higher performance in leaders’<sup>xx</sup> I align myself with this conclusion including;

- a. That the high performance of an organization depends essentially on the cumulative emotional skills of its employees; and
- b. That ensuring unity, synergy, motivation, influence and self-control are what makes up the true characteristics of a leader<sup>xxi</sup>

### 5.2 RECOMMENDATIONS

Consequent on the positions canvassed above, the following emotional intelligence driven tax enforcement actions are recommended;

- a. That more opportunities for installment payment arrangements be instituted generally. This will ameliorate tax debt burden as well as provide steady streams of tax revenue;
- b. There should be a more regular tax advisories and notifications of tax obligations to taxpayers;
- c. Taxpayer education materials should be simplified in a cost effective manner;

- d. Tax laws should be rewritten in more friendly languages;
- e. Tax officials should be trained to develop social awareness attributes and the use of social skills. This will guide steps aimed at influencing taxpayers’ behavior<sup>xxii</sup>;
- f. The attribute of self-regulation should be inculcated to enable tax officials control disruptive emotions during tax enforcement visits; and
- g. There is the need to embed self-awareness attribute in tax compliance training for understanding of emotions, strengths and weaknesses, and how these impact others.

## ABOUT THE AUTHOR



**\*Professor Dr Christian Onyegbule** was once a tax administrator. He had an all round experience in tax administration. He was the Secretary to the Federal Inland Revenue Service Board during the pioneering tax reform years, 2003 to 2012. In the course of his tax administration career Prof. Onyegbule was a Regional Director of Commonwealth Association of Tax Administrators, covering nine countries in Africa.

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<sup>i</sup> Christian Onyegbule, Strategies for Tax Revenue Maximization, 2017, Lambert Academic Publishing, Germany

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# LETTER TO THE EDITOR

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7 October 2022

## **Man's Mission or God's vision: The face of the church (conclusion)**

Due to the focus that shifted from God's vision to man's mission, the pastor's attention is on the ministry to ensure it does not fail. When the pastor realizes that the congregation member numbers are declining, it may put him in a state of distress, which may become harmful to his body if he does not seek help.

The term stress is derived from physics and can be defined as the application of an appropriate force to an object to ensure its movement is distorted. This definition conceptualizes the fact that any form of stress comes from outside the object or organism. The human body, when placed under stress, responds in either fight or flight. This transaction is now taking place between the body and the environment. Therefore, the focus that has impeded the belief system will make the brain interpret what has occurred and tell the body how to respond.

This response will activate the adrenal glands to release adrenaline into the bloodstream.

- Blood diverts from various organs to the brain and muscles,
- The pupils in the eyes dilate, which will make the person's vision more acute,
- Breathing and the heart rate increase, and,
- The body will be on red alert to respond to the impediment.

Although pastors may not be subjected to dangerous situations, they are driven by tight programs, or schedules, which will put a demand of expectation on their thinking (i.e., I am not going to meet the congregation's expectation). This demand on the brain and body will cause the pastor to react similarly to being in a dangerous situation.

Dr. P Rosch, president of the American Institute of Stress, notes,

***"The type A male (50% of all pastors are type A male) who live in the fast lane has become addicted to his adrenalin and unconsciously seeks ways to get those little surges."***

This is the alarms stage, which is stage one of stress.

***"Do not be anxious or worried about anything, but in everything [every circumstance and situation] by prayer and petition with thanksgiving, continue to make your [specific] requests known to God."*** (AMP)

***Philippians 4:6***

Due to the alarm stage, pastors may experience Vicarious Trauma (VT):

- Decreased energy level,
- A Feeling of failure in their vocation,
- They may feel they have failed the congregation member,
- Reduced sense of reward in return for pouring so much of oneself into the ministry,
- Cynicism and negativism about oneself, others, work, and the world in general,

The alarm stage may cause the pastor to experience personal and health issues that can interfere with his professional competency. As a result, many pastors need help now, or will in the future, as they navigate the troubled waters, it may cause them to make poor decisions in their judgment. The impact of VT on the psyche of the pastors may cause their belief systems to change, influence their reality, impact their professional life, it may even cause them to withdraw from society, friends, and family, or it may even cause substance abuse.

The impact may further exacerbate due to the feeling of emotional isolation, guilt, or shame which may cause them to doubt their abilities and faith. Pastors may experience in their cognitive a loss of hope, become pessimistic, experience general rejection of established social conventions and beliefs especially of morality and religion, become cynical, they may question their competence and self-worth, experience low vocation satisfaction, challenge their safety, trust, self-esteem, intimacy, control, and may even feel an excessive sense of personal threats or vulnerability.

The emotional and cognitive turmoil may allow the pastor to experience an impact on his relationship at home. Emotional breakdown is what satan want the congregation leaders to experience. The emotional breakdown will put a demand of expectation on the pastor and his family, which may cause PTSD and fear for the future.

When the pastor's quality of life deteriorates, his focus is not God-orientated but performance orientated.

Whatever takes your freedom away will trigger fear in you!

*“There is no fear in love; but perfect love casteth out fear: because fear hath torment. He that feareth is not made perfect in love”<sup>(KJV)</sup>.*

*1 John 4:18*

“Fear causes God’s vision to be lost because man’s mission is to survive.”



Blessings

Dr. Bertie Roux, D-Couns. PhD-Th

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*The editors at ‘Veritas’ welcome and encourage any responses to the articles in this publication by way of the **LETTERS TO THE EDITOR** forum.*

# St Clements Education Group – E-Journal *Veritas*

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