

## META-SYNTHESIS: THE CHALLENGES OF NATIONAL SOCIAL INVESTMENT SCHEME (N-POWER) AND POVERTY REDUCTION IN NIGERIA

Muhammad Sani YAKUBU, Mustapha JAMI'U, Suleiman USMAN,  
Hamidan Bello HARRIS & Lawan Uba ADAMU

Department of Accounting Education, Federal College of Education (Technical) Bichi,  
Kano State, Nigeria

\*Correspondence: [muhammadsy.msy@gmail.com](mailto:muhammadsy.msy@gmail.com)

### Abstract

*The purpose of this study is to review and synthesize the literature on the challenges of N-power program and poverty reduction in Nigeria. Poverty in Nigeria is increasing among the populace at an alarming rate from 85.2 million to 89.0 million and subsequently, 95.1 million (2019, 2020 and 2021) headcounts respectively. Since its inception in 2016, N-power program was intended to reduce poverty among youth via training and providing temporary employments to the beneficiaries with stipends as a form of payment. However, statistics show that there are 13.9 million unemployed youth in Nigeria. Thus, implying that providing employment to 500,000-1million vis-à-vis 13.9 million unemployed youth is unsustainable. A systematic literature review was conducted to identify, evaluate, and discuss existing high quality and subject-relevant 42 research publications from 2016 to 2022. The results show that the N-power program has not contributed meaningfully to poverty reduction among the youth. This paper has been able to identify the most challenging issues faced by N-Power program in terms of poverty reduction. In conclusion, for the N-Power program to succeed in the long-run, it has to reduce poverty and unemployment drastically, in order to lead the country towards sustainable development.*

**Keywords:** Social investment scheme, N-power, Poverty, Nigeria

### Background of the study

The devastating dual impacts of poverty and unemployment have always been a social concern for regimes and administrations around the world, Nigeria inclusive. The menace has affected the performance of all administrators that governs the country from independence to date. This, forces the implementation of various policies and programs in the country, but with little or no noticeable result. These include Operation Feed the Nation (OFN, 1976–1980), Green

Revolution (GR, 1980-1983), Directorate for Rural Roads and Infrastructure (DFRRI, 1986), National Directorate of Employment (NDE, 1987), Farm Settlement (FS, 1959), River Basin Development Authority (RBDA, 1979), the 6-3-3-4 Educational Policy (1982), Better Life for Rural Women Program (BLRWP, 1987), Family Economic and Advancement Program (FEAP, 1993), National Poverty Eradication Program (NAPEP, 2001), and National Economic Empowerment and Development Strategy (NEEDS, 2003),

Youths to build a new crop of highly competent and skilled workforce of technicians, artisans, and service professionals for the Nigerian Automobile and Construction sectors (Osinbajo, 2018).

The N-Power build is an accelerated vocational Training, Certification, and Apprenticeship program that is intended to engage and train over 75,000 young unemployed Nigerians between the ages of 18-35 (Osinbajo, 2018). The uniqueness of this training model is that the beneficiaries do not just do skill training but work with the companies and organizations that need this type of technician. Injecting a new crop of skilled workforce into these sectors plays a vital role in sustaining and accelerating Nigeria's industrial development. The targeted crafts include Automobile, Carpentry and Joinery, Electrical Installation, Masonry & Tiling, Plumbing, and Pipe fittings among others (Osinbajo, 2018).

According to FGN (2020), each of the aforementioned crafts has its distinct objectives within the overall framework of the skill training program. In the Automobile crafts, the beneficiaries would be trained on the fundamentals of the automobile industry, which includes repair and diagnosis of modern Vehicles using modern diagnostic tools, troubleshooting, workshop safety, all data scanner etc.

Beneficiaries under the Carpentry & Joinery craft obtain training and skill acquisitions on cutting, shaping, and installation of building materials during the construction of buildings. In the field of Electrical Installation, beneficiaries would

be trained to specialize in the electrical wiring of buildings, stationary machines, and related equipment which will aid employment (Auta, Giwa, & Nnajofofor, 2020).

Masonry & Tiling craft is designed to enable the beneficiaries to translate what the professionals have designed and drawn into the physical building by laying blocks or bricks to construct brickwork. They also undertake plastering, tiling, and similar finishing work in the building. In Plumbing & Pipe fittings, the beneficiaries would be trained to install and maintain systems used for plumbing, heating, drainage, firefighting, potable (drinking) and wastewater or small-sized industrial process plant piping (Auta, Giwa, & Nnajofofor, 2020).

The N-Power Build trainees are expected to last for 12 months which consist of three months in-centre training and nine months' apprenticeship in partnership with employers drawn from both the public and private sectors of the economy (Osinbajo, 2018). While the training lasts, the trainee earns a monthly stipend of ₦10,000 subject to satisfactory performance. On graduation, trainees are handed an exit Toolbox/Starter Kit for the commencement of their journey into the field of work (FGN, 2020). To institutionalize the program, the federal government moved the program to a newly created ministry of humanitarian affairs and disaster management (Buchari, Darmawan, & Ramdhan, 2019). In June 2019, the Minister of humanitarian Affairs and Disaster Management announced the exit of the first batch of N-Power volunteers (Auta, Giwa, & Nnajofofor, 2020).

Graduate Internship Scheme (GIS, 2013), and Youth Enterprise with Innovative Ideas in Nigeria (You-WIN, 2015) program (Demefun, Omede & Jacob, 2020).

The grim poverty indices in Nigeria support the necessity for the government and other stakeholders determined to tackle poverty effectively, if not for the sake of current generations, then for future generations (Ominyi, Sule & Salifu, 2019). Nigeria has earned the unfavorable designation of "one of the poorest countries in the world" due to poverty. United Nations 2016 assessment on Nigeria's common analysis referred the country as "one of the poorest and unequal countries in the world with over 80 million people or 64 percent of the population living in poverty" (Salisu & Rozita, 2018; Ominyi et al., 2019).

N-Power, a derivative of the word empowerment, is a program that aims to provide temporary jobs in sectors such as primary education, agriculture, public health and community education (civic and adult education). The program provides temporary job for the beneficiaries for 2 years after which beneficiaries will exit the program. The beneficiaries are also provided with ICT devices to enhance their productivity at different places of assignment. Beneficiaries are encouraged and trained to apply for permanent jobs and to also set up their own businesses (Ashafa & Sidiq, 2020). The N-power Program targeted young Nigerians and enable them acquire and develop life-long skills there by reducing poverty and unemployment through job creation, empowerment as well as improving their employability as well as income status of these young generations

across all the states. The program does this through the provision of profitable and sustainable employment and self-employment opportunities (Ogunmodede, Ogunsanwo, & Manyong, 2020).

N-power started in 2016 with the purpose of addressing rising unemployment, poverty, hunger, inequality, and other problems impacting Nigeria's economic growth. Unfortunately, corruption, nepotism, lack of transition plan to permanently employ beneficiaries after their training, poor remuneration, weak governance, and underfunding etc., all were highlighted as flaws in the N-power program (Chimere & Urama, 2019; Auta, Giwa & Nnajiolor, 2020; Lamidi & Igbokwe, 2021). This makes the issue of poverty in the country to be a subject that will need more rudimentary method to achieve the desired objective.

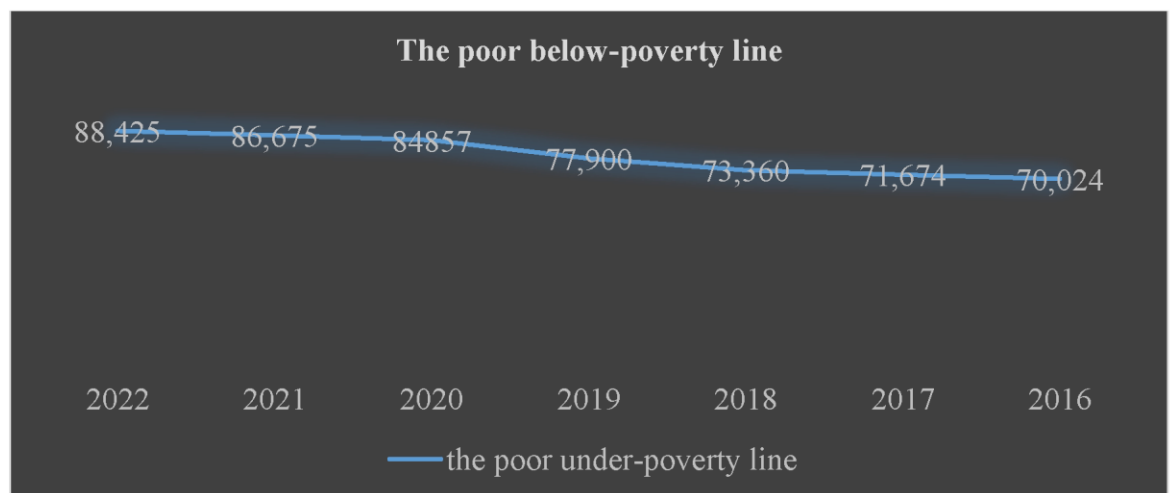
The N-power program is categorized into two components- Graduates and Non-graduates. The N-Power creative, N-Power Knowledge and N-Power Build are part of Non-graduate scheme aimed at training and developing 100,000 young creative talents in the areas of Graphic design, Scriptwriting, Animation among others; N-Power Knowledge fancied itself as "Training for Jobs". The objective is to ensure applicants are engaged in the market place in an outsourcing capacity either as employees or freelancers to acquire appropriate knowledge to function optimally in the technology and creative industries (FGN, 2020). The N-Power Build was designed to revitalize the apprenticeship system in Nigeria by engaging, training, and certifying Nigerian

FGN campaigned to establish eight technology innovation hubs around the country. Each hub is projected to incubate about twenty businesses annually with the potentiality of creating about 500,000 jobs within a period of two years. As at August 2018, 500,000 graduate participants had been deployed to serve in teaching, health, agriculture, tax and monitoring spheres; with a #30, 000 monthly stipends. To ease their operations, these N-power volunteers were given devices with relevant content for continuous learning to facilitate their ability to successfully implement the selected vocation while enabling them take ownership of their lives. 20,000 non-graduate participants in the N-Build category have been trained in the 36 states and FCT (Abuja). Subsequently, these beneficiaries are placed as interns for nine months through close collaboration with relevant agencies (Nwaobi, 2019).

Successful graduate N-Power Volunteers serves for two-years in the temporary employment program. They are saddled with the responsibilities of addressing public service challenges in their immediate communities. The services provided are in the form of teaching, instructional and advisory solutions in agriculture, health, education and technological areas of economic development (Odey & Sambe, 2019).

**Assessment of the impact of N-power on poverty reduction in Nigeria**

Although, N-power has been instrumental in alleviating poverty, its impact is very minimal or better still negligible. According to the figure 1 below, from 2016 when the N-power program began until 2022, the number of people living below the poverty line has been increasing.



Source: NBS (2021)

Figure 1: The Number of People below Poverty Line in Million

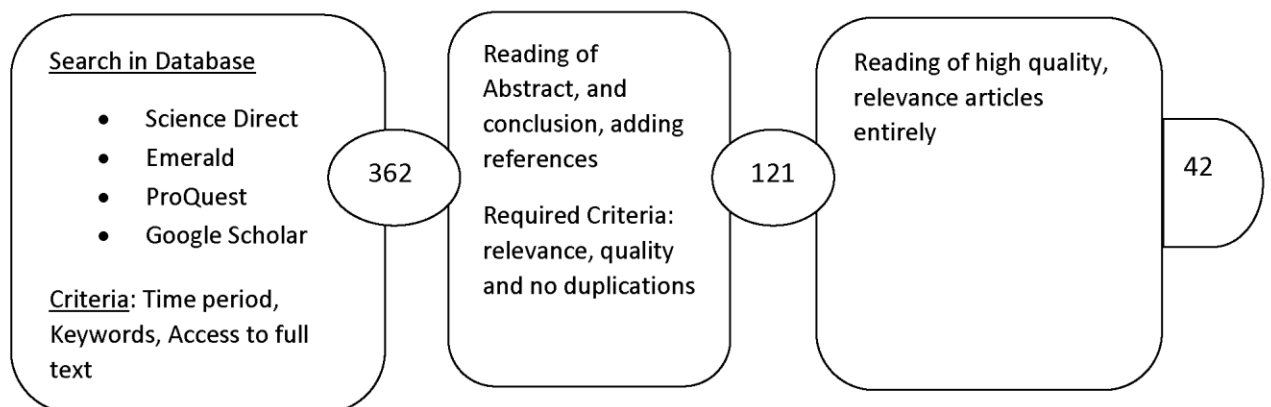
From these figures, it can be seen that N-power has not done much in alleviating poverty in Nigeria. At best, N-power is a ploy to siphoning government money by corrupt government officials.

**Research Methodology Used in This Study**

This study adopted a systematic and integrative literature to identify, evaluate, synthesize, and discussed the existing literature (Tranfield, Denyer, & Smart, 2003; Fink, 2013). This helps in studying the observe phenomenon by enhancing the understanding and guiding ways toward the identification of the unsolved and critical issues, which give room for further research (Fink, 2013). Hence, in this study, we adopt the methodologies used by different well-known researchers, such as (Hohenstein, Feisel, & Hartmann, 2014; Rashman, Withers, & Hartley, 2009; Soni & Kodali, 2011; Winter & Knemeyer, 2013), with a focus to include peer-reviewed and high-quality articles. Mckinnon (2013) stated that frequently cited papers show its quality.

Kiel et al., (2016), stated those relevant journal articles are paramount to gathering information on specific issues. Based on the above, high-quality journal articles were considered in this study. Initially, the database scan and search results identified 362 papers in Emerald Insight, Science Direct, ProQuest and Google Scholar, which shows at least one keyword in abstract or title, which were published between 2016-2022. However, full reviews and selection process with inclusion and exclusion criteria is shown in Figure 2 below.

Finally, the quality and relevancy of the articles were evaluated concerning research goals and their results. Thereby, the high quality and comprehensiveness of the article at hand are ensured. Non-relevant articles were extracted as discussed and only 42 articles were found relevant for the analysis. Figure 2 below further explains the article selection process for transparency, systematic, and reliable review.



**Figure 2: Research Articles selection process**

The conclusion and abstracts of duplicates and similar articles have been reassessed for the relevancy with the research problem. Furthermore, the bibliographies of relevant articles have been reviewed using the snowball method to ensure the non-leaving of any relevant articles. The above methodological approach has been adopted and consistent in the works of (e.g., Franke & Knyphausen-Aufsess, 2014; Winter & Knemeyer, 2013; Soni & Kodali, 2011; David & Han, 2004; Webster & Watson, 2002). This resulted in a sample of 42 articles to read in their entirety.

### **Theory Framework**

According to Leach, Scoones, and Stirling (2010), every organization faces some challenges preventing its smooth transition to development. Simsit, Günay & Vayvay (2014) views the theory of constraints as interconnected chain of rings that represent a system and should not be split by any stumbling block. The ideal system must face constraints but have to handle them professionally in the best possible way (Mabin, 1999). The theory offers a complete set of tools to achieve overall goals properly. In N-Power Scheme, mostly, the issues are related to institutional development, human resource development and financial development capacity building.

Nigeria, it is believed, will have nothing to do with unemployment and poverty after the N-Power program is completed (Sani, Salisu & Tijjani, 2020). It was further added that despite its contribution, N-power face many challenges. These opportunities and challenges are many across the country. (Ogunmodede, Ogunsanwo & Manyong,

2020) stated that N-Power scheme in Nigeria faces many problems that hinders its contribution. This argument is also confirmed by numerous authors in their theoretical level studies such as, access to finance, poor infrastructure, inadequate monitoring, poor management skills, poor governmental policies, poor synergy and cohesion amongst the federal, state and local governments, access to resources, improper exit plan etc., (Chimere & Urama, 2019; Auta, Giwa & Nnajofofor, 2020; Lamidi & Igbokwe, 2021; Yakubu, Seow & Wadood, 2021 & Olawoyin, 2022).

Nigerian government cannot afford the failure of N-Power scheme because it will have negative effects on the administration, unemployment, socio-economic development, security, and increase the ratio of poverty (Daura et al, 2020). The challenges that are identified by different researchers in different parts of the country are preventing N-Power from achieving its intended objective, Nigeria's growth and interfere with its competitive tendencies. Furthermore, it was also confirmed by many studies that N-Power face many challenges, i.e., internal and external; some of them beyond their control (Odey, & Sambe, 2019).

However, there is no specific theory and clear guidelines as to whether N-Power program will sustain and maintain its position. However, many scholars have identified essential elements that are hindering N-Power's growth and focus on it will to decrease poverty and will lead towards sustainability (Akujuru, & Enyioko, 2019; Onyekunle, 2020). This is depicted in the table below:

**Table of Author's**

Author(s)/ Year	Institutional Development		Human Resource Development				Financial Development	
	Policy & Framework	Facilities & Equipment	Workshop & Training	Accountability	Feedback, Monitoring & Evaluation	Recruitment & Promotion	Financial Budgeting	Financial Control
Waziri, et al (2020)	√		√		√			
Eger, et al (2018)		√	√			√		
Ogundipe, et al (2021)		√	√	√			√	
Ogunmodede, et al (2020)	√	√	√					√
Lamidi & Igbokwe (2021)		√	√			√		
Onah, (2021)	√				√			√
Sani, et al (2020)			√		√	√		
Shabbir, et al (2019)								
Chukwama & Bossert (2018)		√	√	√			√	
Dankumo et al (2019)	√		√					√
Ademefun et al (2020)		√	√		√			
James et al, (2019)			√		√			
Agwu & Kadiri, (2018)		√				√		√
Ekpenyong & Edokpolor (2016)	√		√				√	
Babjaková, et al (2019)		√						
Ashafa & Sidiq (2020)	√			√				√
Abbas, (2016)	√	√	√	√			√	√
Chimere & Urama (2019)	√	√		√				√
Gans-Morse, et al (2018)	√		√	√	√	√		
Fiala, (2018)	√		√					
Li-jian, et al (2021)	√				√		√	
Shao-ping, et al (2021)		√	√					
Fan & Cho (2021)	√		√		√			√
Adi, et al (2020)		√	√	√	√	√		√
Adeyanju, (2017)	√		√			√		

capacity, and low investment in research and development also affect N-Power's role in poverty reduction (Odey & Sambe, 2019; Oyekunle, 2020; Akujuru & Enyioko, 2019).

### **Conclusion and Future Research Guidelines**

This systematic literature review identifies the specific constraints N-Power program faces in reducing poverty and unemployment in its routine operations. The analysis also reveals the need for research on N-Power constraints/challenges in the areas of institutional development, human resource development, and financial development. The review highlights further that lack of coordination in the policy framework, inadequate facilities and equipment adverse effectiveness of the program's economic objectives. There are also problems of underdeveloped capabilities in key areas such as recruitment, training, accountability, monitoring and evaluation, networking, marketing, business planning, and HR, which limits the ability to build more advanced capabilities that could stimulate and support growth. Managerial and business skills, along with better education,

facilitate the engagement in more advanced growth-driving business practices, emphasizing management's role in driving growth. Moreover, besides the influence of various external factors, the institutional environment is characterized by deficiencies in budget and financial control, which is another constrain creating conditions supportive of growth-oriented businesses.

Therefore, in the case of N-Power program, significant growth can be simulated by supporting the development of critical capacity building and the implementation of critical practices, which may highlight growth opportunities and stimulate ambition. However, they should have managed those networks, determine the optimum number of networks, and set priorities to different networks are all questions that need further research. Due to various constraints, N-Power is unable to achieve the desired objectives. Further studies may identify which N-Power program should give its priorities. Therefore, future research may explore how these capabilities are accumulated in N-Power program as well as their impact on poverty reduction.

### **Declaration of competing interest**

The authors declare that they have no conflict of interest.

### **REFERENCES**

- Adamu, B. D., Tanko, F., Barnabas, T. M., & Adejoh, E. U. (2021). Determinants of Household's Poverty among Crop Farmers in Kaduna State, Nigeria. *Fudma Journal of Sciences*, 5 (1), 529-538.
- Akujuru, C. A., & Enyioko, N. C (2019). The Impact of N-power Programs on poverty alleviation in Nigeria: A Study of Rivers State. *Global Journal of Political Science and Administration*, 7 (3), 29-50.



Adegbuyi, et al (2016)	√			√			√	√
Rui & Feng-ying (2021)		√	√		√			
Ingiabuna, (2021)	√		√	√			√	√
Ming-yue, et al (2021)	√		√				√	
Dapel, (2018)	√				√			√
Chao, et al (2021)		√	√		√			
Salisu & Rozita (2019)	√			√				√
Adi & Ngutor (2019)		√			√	√	√	√
Daura, et al (2020)	√				√			
Nwaobi (2019)		√	√		√			
Mohammed, et al (2019)	√		√					√
Akujuru & Enyioko (2019)				√	√			√
Auta, et al (2020)			√		√			
Yakubu & Seow (2021)	√		√			√		
Bloomfield, et al (2018)	√	√	√		√		√	
Oyekunle, (2020)		√	√					√
Bayudan-Dacuycuy & Baje (2017)	√		√			√		

The table above depicts most constraints hindering the smooth N-Power program as well as its impact on poverty reduction in Nigeria as cited by most scholars.

**Discussion and Analysis**

From our review, we observed that many scholars in their studies identified several issues affecting N-Power program in Nigeria. From the systematic literature matrix analysis table, it can be seen that the challenges of N-Power program were grouped into three (3) main categories i.e. Institutional Development (policy-framework and facilities/equipment) Human Resource Development (workshop/training, accountability, feedback, monitoring/evaluation, recruitment and promotion) and lastly Financial Development (financial

budgeting and financial control). From the analysis of the systematic literature matrix table, it can be seen that the most cited constraints that hindered N-Power’s success in terms of poverty reduction in Nigeria are poor access workshop/training and default in the policy framework. (Demefun, Mede, & Jacob, 2020; Ashafa & Sadiq, 2020). Subsequently, this is followed by lacks of proper monitoring/evaluation, inadequate facilities, poor recruitment process, as well as lack of financial budgeting and control are the most common problems hindering the growth of N-Power program (Chimera & Urama, 2019). There are also some specific external challenges such as Covid-19, global economic melt-down, poor management, entrepreneur characteristics, deficiencies in marketing strategies, low technological

- Ashafa, S. A., & Sidiq, U. O. (2020). A Shari'ah Assessment of the Poverty Alleviation Programs of Nigerian Government (2015-2019). *Islamic University Multidisciplinary Journal IUMJ*, 7 (1), 131-138.
- Auta, M. A., Giwa, M., & Nnajiolor, F. N. (2020). Self-validation of N-Power build trainees' skills acquisition: A mechanism for revitalizing apprenticeship training system in Nigeria. *Puissant – A Multidisciplinary Journal*, 1, 88-97.
- Chimere, O. I., & Urama, N. E. (2019). Addressing Poverty Challenges in Nigeria. *AfriHeritage Policy Brief* No. 21, July 2019.
- Daura, H. A., Onuche, S.J., & Adole, R. A. (2020). The Prospects and Challenges of the Implementation of N-Power Graduate Scheme on Poverty Reduction among Beneficiaries in Maiduguri, Borno state, Nigeria. *IOSR Journal Of Humanities And Social Science (IOSR-JHSS)*, Volume 25, Issue 1, Series. 4; 09-16.
- David, R. J., & Han, S. K. (2004). A systematic assessment of the empirical support for transaction cost economics. *Strategic Management Journal*, 25 (1), 39–58. <https://doi.org/10.1002/smj.359>
- Demefun, A. P., Omede, J.A., & Jacob, J. N. (2020). Impact of National Social Investment Scheme on Poverty Reduction among Nigerian Youths, (A Succinct Analysis of the N-Power Scheme), *Journal of Global Social Sciences*, 1 (2), 1-15.
- Fink, A. (2013). *Conducting Research Literature Reviews: From the Internet to Paper. New Horizons in Adult Education and Human Resource Development* (3rd ed., Vol. 20). London: Sage Publications, Inc. <https://doi.org/10.1002/nha3.10270>
- Franke, T., & Knyphausen-Aufsess, D. (2014). On dominant logic: review and synthesis. *Journal of Business Economics*, 84 (1), 27–70. <https://doi.org/10.1007/s11573-013-0690-4>
- Goldratt, E. M. (1990). *What is this thing called Theory of Constraints and how should it be implemented?* (James R. Martin, Ed.) (First). South Florida: North River Press. Retrieved from <http://maaw.info/ArticleSummaries/ArtSumGoldratt90WhatTOC.htm>
- Hohenstein, N.-O., Feisel, E., & Hartmann, E. (2014). Human resource management issues in supply chain management research: A systematic literature review from 1998 to 2014. *International Journal of Physical Distribution & Logistics Management*, 44(6), 434–463. <https://doi.org/10.1108/ijpdlm-06-2013-0175>
- Kiel, D., Arnold, C., Collisi, M., & Voigt, K.-I. (2016). The Impact of the Industrial Internet of Things on Established Business Models. *International Association for Management of Technology*, (July), 1–20.
- Lamidi, K. O., & Igbokwe, P. I. (2021). Social investment programs in Nigeria: Impact and challenges. *African Journal of Social Work*, 11(1).
- Leach, M., Scoones, I., & Stirling, A. (2010): Governing epidemics in an age of complexity: Narratives, politics and pathways to sustainability, *Global Environmental Change*, Vol. 20 (3) , Pages 369-377, <https://doi.org/10.1016/j.gloenvcha.2009.11.008>.

- Mabin, V. (1999). Goldratt's "Theory of Constraints" Thinking Processes: A Systems Methodology linking Soft with Hard. *School of Business and Public Management Victoria University of Wellington*, 12 (20), 1–12. Retrieved from <http://www.systemdynamics.org/conferences/1999/PAPERS/PARA104.PDF>
- Mckinnon, A. C. (2013). Starry-eyed: journal rankings and the future of logistics research. *International Journal of Physical Distribution & Logistics Management*, 43 (1), 6–17. <https://doi.org/10.1108/09600031311293228>
- NBS (2019). *Poverty and Inequality in Nigeria: Executive Summary*. National Bureau of Statistics. Retrieved from <https://nigeriastat.gov.ng>
- NBS (2020). *Nigeria-National Longitudinal Phone Survey (COVID-19) 2020*. Retrieved from <https://microdata.fao.org/index.php>
- NBS (2021). *The Nigerian Living Standard Survey 2018-2019*. Retrieved from <https://nigerianstat.gov.ng/nada/index.php/catalog/68/study-description>
- Odey, S. A., & Sambe, N. (2019). Assessment of the contribution of N-Power Program to Youth Empowerment in Cross River State, Nigeria. *International Journal of Sociology and Anthropology Research*, 5(4), 1-13.
- Ogunmodede, A. M., Ogunsanwo, M. O., & Manyong, V. (2020). Unlocking the potential of agribusiness in Africa through youth participation: An impact evaluation of N-power Agro Empowerment Program in Nigeria. *Sustainability*, 12 (14), 5737.
- Olawoyin, K. W. & Lamidi, K. O. (2019). Investigating the ICT Usage on Transparency in the Governance Processes at the Local Level in South-western Nigeria. *Journal of Governance and Public Policy*, 6 (2), 148 – 169.
- Olawoyin, O. (2022). *Number of poor people in Nigeria to reach 95 million in 2022-World Bank*. <http://www.premiumtimesng.com>
- Ominyi, S. O. Sule, A., & Salifu, A. B. (2019). Sustainable Development and Poverty Reduction Nexus: A Reassessment of Nigeria's Situation. *Confluence Journal of Economics and Allied Sciences (CJEAS)*. 2 (2), 18-31.
- Osinbajo, Y. (2018). *N-Power build is this administrations' strategy for creating skilled technical personnel in Nigeria*. Retrieved from <http://medium.com/@vicePresidentNG/n-power-build-is-this-administration-strategy-for-creating-skilled-technical-personnel-in-nigeria-3e779d6c685b>.
- Oyekunle, O. I. (2020). *Addressing Youth Unemployment and Poverty through Social Investment Program in Nigeria*. (A Case Study of Nigeria's Social Investment Program). Master's Thesis, University of Agder.
- Rashman, L., Withers, E., & Hartley, J. (2009). Organizational learning and knowledge in public service organizations: A systematic review of the literature. *International Journal of Management Reviews*, 11 (4), 463–494. <https://doi.org/10.1111/j.1468-2370.2009.00257.x>
- Salisu, A. K., & Rozita, A. (2018). Poverty Alleviation Strategies: A Comparative Study Between Nigeria and Malaysia. *American Journal of Research*, <http://dx.doi.org/10.26739/2573-5616-2019-1-4>.

- Sani, I. M., Salisu, I. M., & Tijjani, Z. (2020). National Social Investment Program: A Panacea to Unemployment in Nigeria. *Journal of Global Social Sciences*, 1(4), 111-122. Retrieved from <http://journalsglobal.com/index.php/jgss/article/view/55>.
- Şimşit, Z. T., Günay, N. S., & Vayvay, Ö. (2014). Theory of Constraints: A Literature Review. *Procedia-Social and Behavioral Sciences*, 150(231), 930–936. <https://doi.org/10.1016/j.sbspro.2014.09.104>
- Soni, G., & Kodali, R. (2011). *A critical analysis of supply chain management content in empirical research. Business Process Management Journal* (Vol.17). <https://doi.org/10.1108/14637151111122338>
- Tranfield, D., Denyer, D., & Smart, P. (2003). Towards a Methodology for Developing Evidence-Informed Management Knowledge by Means of Systematic Review. *British Journal of Management*, 14, 207–222.
- Webster, J., & Watson, R. T. (2002). Analyzing the Past to Prepare for the Future: Writing a Literature Review. *MIS Quartely*, 26 (2), 12. Retrieved from [www.jstor.org/stable/4132319](http://www.jstor.org/stable/4132319)
- Winter, M., & Knemeyer, A. M. (2013). Exploring the integration of sustainability and supply chain management: Current state and opportunities for future inquiry. *International Journal of Physical Distribution and Logistics Management*, 43 (1), 18–38. <https://doi.org/10.1108/09600031311293237>
- World Bank (2021). *Poverty and Equity Brief. Nigeria*. Retrieved from [https://databank.worldbank.org/data/download/poverty/987B9C90-CB9F-4D93-AE8C-750588BF00QA/AM2020/Global\\_POVEQ\\_NGA.pdf](https://databank.worldbank.org/data/download/poverty/987B9C90-CB9F-4D93-AE8C-750588BF00QA/AM2020/Global_POVEQ_NGA.pdf)
- Yakubu, M. S., Seow T. W., & Wadood F., (2021). Can entrepreneurship capacity building reduce poverty in Kano State, Nigeria? *Tianjin Daxue Xuebao (Ziran Kexueyu Gongcheng Jishu Ban) / Journal of Tianjin University Science and Technology* Vol:54 672-687 DOI:10.17605/OSF.IO/VDWAB.