

## МЕНЕДЖМЕНТ

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DOI: <https://doi.org/10.37734/2409-6873-2024-2-6>**DIRECTIONS FOR IMPROVING THE SOCIAL CAPITAL MANAGEMENT SYSTEM IN THE STRATEGY OF INDIVIDUAL DEVELOPMENT OF TERRITORIAL COMMUNITIES IN NIGERIA****Mary Ene ATALAWEI**

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**Annotation.** *The purpose of the article is to itemize directions for the improvement of social capital for developing individual territorial communities in Nigeria. Methodology of research.* To achieve the goals set in the article, general scientific and special research methods were used: Analysis and synthesis, economic-mathematical, systematization and generalization, statistical and regulatory methods. **Results.** This article provides a concise overview of the challenges encountered in managing the directions that social capital should take while also describing workable avenues for improvement. This article notes that the challenges faced by social capital management in Nigeria are manifold. Trust, the keystone of effective and efficient cooperation within territorial communities, has, in certain regions, been eroded by historical, cultural, and economic factors. The lingering distrust can act as a significant impairment to collaborative and concerted initiatives and hinder the growth of social capital. **The practical significance of the research results.** The practical application of the proposed theoretical and applied approaches will increase the effectiveness of the social capital management system in the strategy of individual development of territorial communities.

**Keywords:** social capital, direction, development, Nigeria, management, territorial communities.

**General statement of the problem and its connection with the most important scientific or practical tasks.** Being Africa's most populous nation with several communities, rapid, actionable, and inclusive development has become more necessary than ever, especially as a result of the strategic position the country occupies in Africa's anticipated growth. Abi Sidi 2020 opines that theorists have improved the problems surrounding the development of social capital development because non-practicable directions in developing the same have been propounded as a result leaving both communities and policy analysts with more theories than solutions.

Consequently, in pursuit of sustainable and inclusive development in Nigeria's territorial communities, this article explores the important topic of improving social capital management systems.

Policy-makers, analysts, development partners, and enthusiasts need to understand and acknowledge the central role of social capital in promoting solidarity, cooperation, and progress in territorial communities in Nigeria. Abi Sidi further recommends that "that Policymakers must make policies that will promote social inclusion; provide equal educational opportunities, provide social capital credits and generate employment opportunities for all social classes with special focus on the poor" [8].

This article provides a concise overview of the challenges encountered in managing the directions that social capital should take while also describing workable avenues for improvement. This article notes that the challenges faced by social capital management in Nigeria are manifold. Trust, the keystone of effective and efficient cooperation within territorial communities, has, in certain regions, been eroded by historical, cultural, and economic factors. The lingering distrust can act as a significant impairment to collaborative and concerted initiatives and hinder the growth of social capital.

**Analysis of recent research and publications.** A study of the literature on the problems of social capital management in the strategy of individual development of territorial communities has shown the absence of another approach to improving the social capital management system. At the same time, various aspects of the analysis of social capital management are devoted to the works of scholars: Bhawra J., Buchan M.C., Green B., Skinner K., Katapally T.R., Davenport M., Hassan R., Eriksson M., Santosa A., Zetterberg L., Kawachi I., Ng N., Mathews M.C., Nakano S., Washizu A., Noya A., Clarence E., Sidi A., Zaiats T., Kraievska H., Diakonenko O. and others.

However, the issues of social capital management in the strategy of individual development of territorial communities in Nigeria are not sufficiently covered and require further consideration.

Formulation of the objectives of the article (statement of the task). The objectives of the article are:

- analysis of inclusive development of territorial communities;
- identification of the peculiarities of community capacity development;
- assessment of the use of digital platforms;
- substantiation of motivated stimulation of civil society;
- studying the peculiarities of leadership training.

**Presentation of the main research material with full justification of the scientific results obtained.**

To boost trust within the community, *trust-boosting initiatives* should include structured activities such as workshops, dialogues, and conflict resolution programs. These forums offer a favorable and conducive environment for individuals to engage in open, constructive discussions aimed at resolving differences and addressing underlying concerns. Workshops and dialogues provide a platform for exchanging ideas and developing shared values, fostering a sense of unity. Dialogues foster meaningful communication and mutual understanding, while conflict resolution programs equip and arm community members with the skills necessary to navigate disputes peacefully. Such systematic and efficient endeavors serve to reestablish and re-produce trust as a foundational element in community cohesion, interrelation and collaborative development efforts.

Sanumoluwa Modupe Dawodu puts it succinctly and rightly so, "a key part of implementing the community social development project is to strengthen the skills and capacity of the local governments and other agencies and ministries at the state level to support communities and build trust and partnership between them" [7].

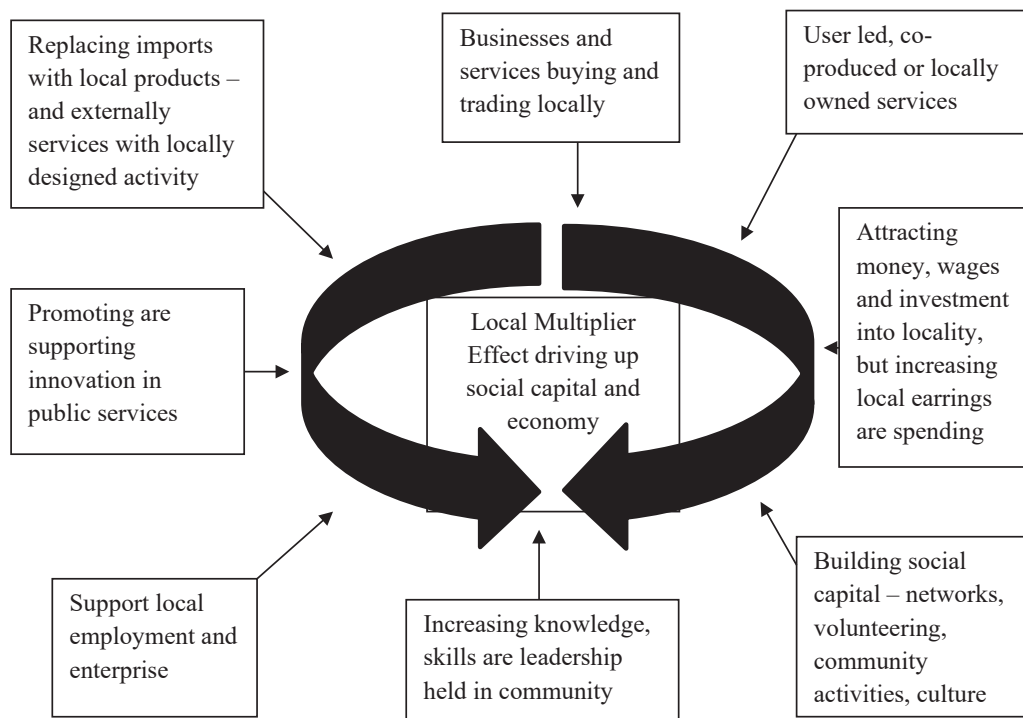
*Political scientists, such as Sides et al argue that Cultural sensitivity is a key element in managing social capital, he argues that it is a paramount consideration in the context of social capital management. Cultural sensitivity necessitates and requires a deep awareness and respect for the cultural norms, customs, and practices prevalent within the community. This further supports the thesis that radical socio-political cum economic growth stems from the formation of strong relationships with people [2; 5]. The objective of cultural sensitivity as a direction in improving social capital development is to tailor initiatives in a manner that not only aligns but also suits the local cultural fabric and ensures their relevance and acceptance. This approach recognizes the importance of indigenous practices and traditions as influential factors in community dynamics. By taking cultural sensitivity into account, social capital management aims to bridge the widening gap between external development strategies and community-specific cultural values, thereby promoting more harmonious and effective interactions with the local population.*

*Inclusive development requires policy making that seeks to develop an environment where all community members, regardless of their socio-economic background, have fair and equal access to essential resources, education and health services. Based on the principles of justice and social equality, these policies continually seek to alleviate inequalities and promote cohesion between different population groups. By focusing our solutions on structural inequalities and ensuring access to basic opportunities for all, inclusive development not only improves individual well-being but also promotes overall social harmony and unity in regional communities. It represents a critical step towards sustainable and socially just development in academia. Bhawra, J., Buchan, M.C., Green, B., Skinner, K., Katapally, T.R. opines that development-focused social inclusion is measured using a nexus of facts and practices that promote social integration taking into firm consideration the knowledge of the capacities of the groups in the communities [1].*

*Community capacity building requires a deliberate process of strengthening the influence of individuals in the community through structured vocational training, entrepreneurship programs and educational initiatives. This multi-layered approach aims to provide community members with the necessary knowledge, skills, proficiencies, and competencies to participate in various development projects actively, efficiently, and effectively [9]. By promoting the development of human capital, this approach not only enhances the individual actor but also collectively strengthens the community's capacity to take responsibility of its own sustainable and beneficial development. It further acts as a catalyst for independence, economic empowerment, and improved problem-solving capabilities within the community, this fosters a sense of ownership and commitment to development efforts (Figure 1).*

Community capacity building (CCB) focuses on enabling all members of the community, including the poorest and the most disadvantaged, to develop skills and competencies so as to take greater control of their own lives and also contributes to inclusive local development. Not only can communities be more cohesive but they can also be more resilient and better placed to confront economic and social challenges [6].

*The use of digital platforms involves the strategic deployment of modern information and communication technologies to create connections between communities, enable practical discourse, and coordinate development initiatives, thereby expanding the buildup and effectiveness of social capital. Through the judicious use of digital tools and platforms, communities can surpass geographical boundaries, aiding real-time communication and information sharing. This digitization enables enhanced collaborative efforts, information dissemination, and collective*



**Figure 1. Community capacity building – local multiplier effect (combining social and economic factors)**

Source: compiled by the author

decision-making. Such levels of technological incorporation play a pivotal role in stimulating and fortifying social capital by creating virtual spaces that foster connectivity, veritable exchange of ideas, and coordinated action that amplifies the collective social resources within and between communities in academically supported ways.

*Motivated and highly Incentivized civic engagement* involves the intentional creation of incentive-based mechanisms to encourage active community participation in activities, often achieved through structured volunteer programs, awards, or recognition systems. Through the process of offering tangible or symbolic incentives, such as rewards or acknowledgment, this approach aims to stimulate the internal and external motivation of individuals to participate in community projects. Such incentives reinforce the value of civic cooperation, cultivating a sense of belonging and commitment among community members. In an academically endorsed context, this approach does not fail to recognize the power of incentivization in activating social capital, this is because it not only reinforces community bonds but also goes a long way to contribute to the sustainability and effectiveness of collective efforts.

*Leadership training* requires a conscious investment in comprehensive programs developed to cultivate and refine the leadership skills, proficiencies, and capabilities of individuals within a community. The primary aim is to identify, nurture, and

empower local leaders who wield the ability to manage and harness the pools of social capital within their territorial communities. These programs afford participants with the theoretical knowledge, practical skills, and ethical and contextual frameworks required to guide and galvanize collective action effectively. Within the framework of academia, leadership training as a critical beacon of social capital management development represents a crucial vehicle for fortifying and stimulating social capital by enabling capable leaders to navigate and facilitate community dynamics, thereby enhancing community cohesiveness and promoting the realization of common developmental goals.

*Research and data collection* involves the efficient and systematic pursuit of comprehensive information about the specific needs and dynamics governing cum surrounding each territorial community. This process requires thorough and precise investigation, aiming to gather empirical evidence and relevant information [3; 4]. The collected data is a focal point for formulating targeted and tailored interventions. In an academically corroborated context, this approach is essential for informed decision-making and strategic planning, as it provides a clear understanding of the intricacies and idiosyncrasies of each community. Tailoring interventions based on this empirical insight enhances the relevance, effectiveness, and impact of development efforts, ultimately contributing to the advancement of the territorial communities (Table 1).

Table 1

**The purpose for each direction and expected impact**

S/N	Directions for improving individual territorial social capital in Nigeria	Purpose	Expected impact
1	Strengthening Social Infrastructure	Improve the availability and accessibility of social infrastructure such as healthcare facilities, clean water supply, sanitation systems, and community centers	will contribute to the well-being of individuals and bolster a sense of community
2	Enhancing Local Economic Development	To Support the development of local economies	will promote entrepreneurship, provide access to microfinance, and foster business development initiatives. This will create employment opportunities, reduce poverty, and enhance the community's overall economic well-being
3	Facilitating Information and Communication Technologies (ICT)	Promote the use of ICT tools and platforms to improve communication	Guarantee quick access to information, and connectivity within communities. This includes expanding internet access, providing computer literacy programs, and utilizing social media for community engagement and networking
4	Strengthening Governance and Accountability	Promote transparency, accountability, and good governance at the community level	Establishment of Social trust
5	Encouraging Social Entrepreneurship	Foster an environment that supports social entrepreneurship and social innovation	identification and support for individuals and organizations that address social challenges while creating economic value
6	Promoting Gender Equality and Social Inclusion	To ensure the active participation and inclusion of marginalized groups, including women, youth, persons with disabilities, and ethnic minorities	Rapid and customized community development
7	Monitoring and Evaluation	Assess the effectiveness of social capital management strategies	Adjustments and improvements in the approach to ensure the desired outcomes are achieved

Source: compiled by the author

**Conclusions from these problems and prospects for further research in this area.** It is imperative to underscore the critical significance of enhancing the social capital management system within the context of individual development in territorial communities across Nigeria. The vitality of social capital, as an intangible or imperceptible asset embedded in the fabric of these communities, cannot be overstated. It is the cornerstone upon which progress and prosperity are constructed and thus demands meticulous and

scrupulous attention and cultivation. This article has delineated and defined a comprehensive set of directions aimed at mitigating the existing challenges and optimizing the management of social capital. By conscientiously and thoroughly addressing these challenges and thoughtfully implementing the projected strategies, we can forge a more prosperous, harmonious, and united Nigeria, where social capital becomes the fundamental charioteer of community development strategies.

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**Мері Ене Аталавеї**, Сумський національний аграрний університет. **Напрями вдосконалення системи управління соціальним капіталом у стратегії індивідуального розвитку територіальних громад Нігерії.**

**Анотація.** Метою статті є деталізація напрямів удосконалення соціального капіталу для розвитку окремих територіальних громад в Нігерії. **Методика дослідження.** Для досягнення поставленої в статті мети було використано загальнонаукові та спеціальні методи дослідження: аналіз і синтез, економіко-математичні, систематизації та узагальнення, статистичні та нормативно-правові методи. **Результати.** У статті представлено стислий огляд викликів, що виникають в управлінні напрямками, в яких має розвиватися соціальний капітал, а також описано можливі шляхи для покращення ситуації. У дослідженні зазначається, що виклики, з якими стикається управління соціальним капіталом у Нігерії, є багатограними. Довіра, яка є наріжним каменем ефективної та результативної співпраці всередині територіальних громад, у деяких регіонах була підірвана історичними, культурними та економічними факторами. Тривала недовіра може стати суттєвою перешкодою для спільних та узгоджених ініціатив і заважати зростанню соціального капіталу. **Практичне значення результатів дослідження.** Практичне застосування запропонованих теоретичних і прикладних підходів сприятиме підвищенню ефективності системи управління соціальним капіталом у стратегії індивідуального розвитку територіальних громад. Оскільки Нігерія є найбільш густонаселеною країною Африки з кількома громадами, швидкий, дієвий та інклюзивний розвиток став більш необхідним, ніж будь-коли, особливо з огляду на стратегічну позицію, яку країна посідає в очікуваному зростанні. Теоретичними дослідженнями вдосконалення проблеми, пов'язаної з розвитком соціального капіталу, було запропоновано непрактичні напрями його розвитку, в результаті чого як громади, так і політичні аналітики отримали більше теорії, ніж практичних рішень. Беручи до уваги культурну чутливість, управління соціальним капіталом має на меті подолати розрив, що збільшується, між зовнішніми стратегіями розвитку та культурними цінностями громади, тим самим сприяючи більш гармонійній та ефективній взаємодії з місцевим населенням.

**Ключові слова:** соціальний капітал, напрям, розвиток, Нігерія, управління, територіальні громади.