

## **Assessing The Influence Of Nigeria’s Peacekeeping Missions On The Country’s Image**

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**Abstract:** *The paper is focused on evaluating how the nation’s participation in peacekeeping missions has influenced the way the country is being perceived, home and abroad. The objective of the study is to empirically ascertain the influence of Nigeria’s peacekeeping missions on the country’s image. In order to achieve the above objective, a hypothesis and a research question were formulated. The survey research method was employed to drive the objective. Consequently, two major instruments namely the questionnaire and semi structured interview (SSI) were used to generate the required data. The population of the study consisted of image managers in relevant agencies of the federal government of Nigeria namely Ministries of Information, Defence, Foreign Affairs and National Orientation Agency. 265 respondents from these organizations form the sample. The data were analyzed using frequency distribution, percentages, averages, chi-square and correlations. The major findings are that despite Nigeria’s serious commitment to her international peacekeeping obligations, her peacekeeping efforts have only yielded moderate rather than commensurate foreign respect and influence. Thus, the attitude of foreigners (including their media) to Nigerians is generally negative and does not reflect the country’s peacekeeping efforts, which necessitates an all-inclusive and holistic approach to tackling the country’s image crises. The study concludes that a big gap still exists between the image promotion potential of Peace Keeping and the reality of the country’s battered image. This lacuna clearly underscores the imperative of managing the country’s peacekeeping missions on the basis of defined objectives and principles with strong control measures to achieve the desired image benefits.*

**Keywords:** *Peacekeeping, Mission, Nigeria and Image.*

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### **I. INTRODUCTION**

The work attempts a critical evaluation of the impact of Nigeria’s peacekeeping missions on the country’s image from 1979 to 2010, given the nation’s unquantifiable contributions in peace keeping within the period under review.

State behaviour depends on image. This is like the popular African saying that a Child’s name eventually defines his or her character. Image, it is often said, is everything and is believed to be reflections of some reality [1]. Thus, perceptions are usually architects of images. It is for these reasons that the author observed that, “whatever is promoted as the image of any nation is invariably the result of what that nation presents to the world. In real terms, we are the architects of our national image. Critical basis for national image consists in the character of its citizens and that ideology, ethical standards and quality of leaders are crucial components of national image[2]. She observed that, a nation may possess all the wealth, manpower, army and weapons in the world and still fail the test of national character. If a nation in the opinion of other nations cannot manage its wealth or its manpower or its other resources efficiently, then the value of such resources to the image of the nation is zero [1].

Unfortunately, this has been the fate of Nigeria such that her enormous resources have become the afflictions of the country’s image. Nigeria’s then Information and Communication Minister, Professor Dora Akunyili corroborated this point during her press interview on Rebranding Nigeria when she lamented that “Our image outside this country is pathetic. Every Nigerian is literally seen as a fraudster or a criminal until you prove otherwise. And even in this country, we do not even believe in ourselves [3, 4, 5].

The negative image situation of the country has remained unabated in spite of programmes initiated by various administrations to re-invent the nation’s image such as Nigeria Image project which later metamorphosed to Heart of Africa Project under President Olusegun Obasanjo and the ongoing Rebranding Nigeria project under Yar-Adua/Jonathan administration [6, 7, 8]. Thus, in accordance with the African saying that so long as an ailment persists, the administration of drugs will not cease, the concern for re-inventing Nigeria’s image has also persisted [9, 10].

[11] while emphasizing the need for re- inventing the country’s image cited proverbs (22) which says that “A good name is rather to be chosen than great riches.” The prolific author and development expert argued that in order to achieve a good name and re-invent the image of Nigeria, the leaders of the nation must treat government business as social contract. He stated that the nation must deal honestly and responsibly with her citizens and therefore create a positive image and reputation at home and abroad. Indeed a robust national

identity at home is a central basis for favourable national image or character abroad [11]. This position tallies with the popular dictum that charity begins at home and underscores the importance of effective leadership aimed at achieving citizen welfare as a foundation for positive image for the country. [9] agreed with this point when he stated that "Therefore, exhibiting the right satisfaction of the needs of the led and in turn paving the way for positive public perception of any organization (example government) is a cardinal public expectation or demand from organizations especially their leaderships today."

This means that organizational leaders or management/ those at the helm of affairs in governments have to deploy all the available resources towards achieving the satisfaction of their followers and pave way for positive public perception. Its practices and procedures are largely a response to one of the most significant developments of 20<sup>th</sup> century: the emergence of large organizations (like governments). Without good (government) management, complex enterprises tend to become chaotic ...." This shows the weight of responsibility associated with management or governance. The implication is that ineffective leadership breeds negative image particularly when threats are not properly converted to opportunities.

Nwosu (1996) [1] emphasizing the above point of view stated that "the first responsibility which management owes to the enterprise with respect to public opinion, policy and law is to consider such demands made by society on the enterprise (or likely to be made within the near future) as may affect attainment of its business objectives." Evidently, the task of effective management requires the formulation of appropriate and realistic objectives and the deployment of the right resources to achieve those objectives.

Evidently, effective management requires the establishment of definitive and achievable objectives as well as a clear road map towards their achievements. This is a general principle that drives successful enterprise including the task of re-inventing nations' image. [11] accordingly advanced a strategic image management model for the country. The model which he called "Reputation Nervous System Model (RNSM)" comprises of Processes, Interactions and Operations that are closely interlinked.

This point has also been corroborated by [9] when he stated that "An epitome of public's perception, impression, opinion, disposition, attitude and behaviour towards an organisation, image cannot but have substantial influence on the fortunes and future of a particular entity." This means that any organization's (including nations) fortunes and progress are irrevocably tied to its image. This perhaps explains the reason for [10]'s observation that, the type of regard held by any one concerning any entity depends on the mental feeling of people or image of the entity.

Unfortunately, Nigeria's image has been dented and is indeed in serious crises. Lending credence to this point [11] lamented that "Nigeria has been a country of disrepute in the last 47 years. Since reputation is based on TRUST and Nigeria/Nigerians have been DISTRUSTED at home and abroad for many decades, then Nigeria has been a country suffering from the disease of disreputation".

Most recently, Nigeria's warped and sagged image has been graphically and dramatically depicted in an epic film, **District 9**. The film caricatured Nigeria as the epitome of everything negative and further exposes the country's image crises in which Nigerians are portrayed as drug peddlers, 419 fraudsters, smugglers, gangsters, prostitutes, armed robbers, gun runners, etc. Commenting on the film which was set in South Africa, [12] stated that "no section of human society comes across particularly well but Nigerians are crudely caricatured as gangsters, cannibals, pimps, prostitutes and dealers in guns and addictive drugs. The gang leader's name sounds especially like the surname of Nigeria's former President Olusegun Obasanjo."

Although, this is a film perhaps designed to entertain, the implications of turning Nigeria into a comic book of gangsters is overwhelming on the country's image. The author, Mathew Tostevin, apparently responding to those who attempted to contest the content of the film raised some critical questions concerning the reputation of Nigeria at home and abroad when he asked, "What about the Nigerians imprisoned in Asia and Europe for smuggling drugs? The 419 fraudsters with their e-mail appeals? The kidnappers and thieves of the Niger-Delta? Those politicians who rig elections with fraud, intimidation and bribery? Those officials who see their positions merely as a chance to fill their boots and may be all too ready to subvert the courts or obstruct people struggling to do business fairly?" He also added that "And how can Nigeria's image improve while it cannot regularly light up the homes of its people despite enormous energy resources and billions of dollars spent? Does Nigeria suffer unfairly from an image problem or will its image improve once it deals with its problem?" These are indeed difficult questions to answer in a hurry. However, in spite of the above views of scholars and experts which show the frustration, disillusionment and disappointment of many Nigerians concerning the country's peacekeeping missions, there is no giving up on the subject in view of its strategic interest to the country especially with respect to national image. It is against this background that this work seeks to critically assess Nigeria's peacekeeping missions with a view to tapping its rich potential towards building a robust and virile image for the country. Geographically, the study was delimited to six geo-political zones of Nigeria. This includes north east, north west, north central, south-south, south east and south west as well as Federal Capital Territory, Abuja. The Federal Capital Territory Abuja was specially focused upon because it houses the federal agencies concerned with the study.

## **RESEARCH METHODOLOGY**

This deals with the methods which were used to carry out this research. Specifically, it deals with the Research design, Population of the Study, Sample Size and Sample selection method, administration of Instruments, method of data collection, data analysis, validity and reliability.

## **OBJECTIVE OF THE STUDY**

The specific objective of the study is to assess the influence of Nigeria's peacekeeping missions on the country's image.

## **RESEARCH QUESTIONS**

In order to achieve the above objective, the study will answer the following Research question: What Influence do Nigeria's peacekeeping missions have on her image?

## **RESEARCH HYPOTHESIS**

The study will test the following null hypothesis: There is no significant relationship between Nigeria's image and her peacekeeping missions.

## **RESEARCH METHODOLOGY**

The research design used for this study is the survey method. This is because the survey method, as [13] stated, provides a suitable platform for eliciting information from a sample that is drawn from a target population through self-administered questionnaire and interviews as instruments for data collection. The usage of the method greatly assisted in the efforts to produce an accurate picture of the population from where the sample was chosen.

## **Sample Size Determination**

From the population of the study consisting of 400 and 27 image managers and policy makers respectively, in the key agencies of Federal government of Nigeria concerned with peacekeeping and image promotion, the published table method was used to select the sample size of the study. Specifically, the researcher employed the sample size determination table formulated by the Israel (2012) who adopted the following formula of Krejcie and Morgan (1970) for the calculations:

$$n = \frac{X^2 * N * P * (1-P)}{(ME)^2 * (N-1) + (X^2 * P * (1-P))}$$

Where:

n	=	Sample size
X <sup>2</sup>	=	Chi-square for the specified confidence level at 1 degree of freedom
N	=	Population size
P	=	Population proportion (.50 in this table)
ME	=	Desired margin of error (expressed as a proportion).

Consequently, the researcher purposively using 95% confidence level and 3.5% margin of Error selected the tabulated value of 265 elements as its sample size for image managers.

In the second segment of the study, the researcher also used the census approach where the entire population of relevant policy makers in the target organizations constituted the sample size. This decision was borne out of respect for the expert advice of [15] concerning the benefits of the technique for sample size determination involving small populations (for example 200 or less). Accordingly, 22 governing council members of Nigerian Institute of Public Relations nationwide and 5 Senior Research fellows also heading relevant divisions in the Research and Studies department, Nigeria Institute of International Affairs, Lagos were selected for intensive study. The total sample size of the study was therefore 265 + 27 = 292.

## **Sampling Techniques**

In order to realize accurate sample for the study, the researcher employed mixed sampling techniques. Specifically, the researcher used stratified sampling techniques where the population was subdivided into groups called strata [16] and [17]. The first stratum consisted of image managers in four agencies of the Federal government of Nigeria relevant to the study.

Consequently, the researcher employed proportional stratified sampling procedure to select the following samples within the image managers' stratum as follows:

**Table 1:** Stratified sampling procedure of image managers

Stratum	No.of image managers	Proportion	No. Sampled	Top management category	Operatives
<b>Information</b>	258	65%	170	146	24
<b>Foreign affairs</b>	79	19%	53	49	4
<b>Defense</b>	31	7%	21	19	2
<b>NOA</b>	32	9%	21	13	8
<b>Total</b>	400	100%	265	227	38

This means that the various strata of image managers' category of the population were sampled. Specifically, 227 senior managers were sampled while 38 operatives from the four agencies were also sampled.

Similarly in order to deepen representativeness, the study purposively used cluster sampling technique to randomly select respondents in the six geo-political zones in Nigeria and Federal Capital Territory as follows:

**Table 2:** The six geo-political zones of Nigeria.

<b>North Central</b>	<b>31</b>
<b>North West</b>	<b>31</b>
<b>North East</b>	<b>31</b>
<b>South East</b>	<b>31</b>
<b>South -South</b>	<b>31</b>
<b>South West</b>	<b>31</b>
<b>Federal Capital Territory</b>	<b>79</b>
<b>Total</b>	<b>265</b>

This means that 31 respondents were sampled in each of the six geo political zones in the country while the Federal Capital Territory which hosts the highest organs of image management and peacekeeping agencies had 79 respondents.

In part two of the study, the researcher also used stratified sampling technique to select respondents for interviews as follows:

**Table 3:** Selection of respondents for interview

Stratum	Number of Policy Makers	Proportion	Number Sampled
<b>Governing Council, Nigerian Institute of Public Relations</b>	22	72%	16
<b>Senior Research Fellows Research and Studies Dept, Nigerian Institute of International Affairs</b>	5	100%	5
<b>Total:</b>	27		21

This means that out of 22 members of the governing council of Nigerian Institute of Public Relations, 16 members were interviewed. This represents 72% of the governing council, Nigerian Institute of Public Relations' stratum. On the other hand, 5 Senior Research Fellows of Nigerian Institute of International Affairs who head the respective divisions in the department of Research and Studies were interviewed. This means that the entire target population in this stratum was sampled. However, the proportion of this segment to the total sampled elements is 18.5%.

**Validity**

Validity of instrument, as stated by [18], is concerned with the ability of an instrument to measure what it sets out to measure or achieve. Consequently, the researcher exercised a high degree of diligence in crafting the test instruments to achieve especially content validity. This was done by ensuring that the measuring instrument fully explored the various dimensions of the study. Similarly, all the questions in the questionnaire and semi- structured interview fully dealt with the research questions and hypotheses and also a panel of experts in the field vetted the questions objectively.

**Reliability**

Reliability is concerned with the consistency with which a measuring instrument assesses what is planned to measure. In order to achieve a high degree of reliability of the questionnaire and interview instruments, a pilot was conducted. A pilot study as stated by [19] follows a similar outline as the major study. Consequently, twenty Public relations practitioners from principal grade level and above in Federal Ministry of Information and Communication, Abuja were purposively selected and administered with questionnaire on face-to-face basis. Their responses were collected within one week interval.

Similarly, the researcher purposively identified and selected four former unit Commanders of Nigerian peacekeeping force in Liberia for administration of semi structured interview instruments. In accordance with the expert advice of [20],[21] and [22] concerning the value of the test, retest device towards credibility of research work, the researcher repeated the above process after three weeks interval on the same respondents and the correlation between the two measurements was very high indicating consistency and reliability.

In addition, the researcher employed computer based application known as SPSS version 5 to reinforce the reliability of the test instrument (i.e. questionnaire). Thus, using Cronbach's alpha test which is a co-efficient of reliability (or internal consistency), the researcher ascertained the reliability of the test instrument on the basis of the following formula:

$$\alpha = \frac{N \cdot \bar{C} - V}{(N-1) \cdot \bar{V}}$$

Where

N = number of items

$\bar{C}$  = the average inter item covariance among the items

$\bar{V}$  = the average variance.

## II. PRESENTATION OF DATA AND ANALYSIS

### Questionnaire Data Presentation and Discussion

The researcher lost about 28% of the questionnaire as only 191 respondents returned their questionnaires representing 72% return rate. Furthermore, only 21 members of management committees of relevant professional institutes out of the proposed 27 were interviewed (i.e. 78% of the population). This brings the total number of respondents to 212.

**Table 4: Respondents' Gender Distribution**

Gender	Frequency	Percentage
<b>Male</b>	131	<b>68.6</b>
<b>Female</b>	59	<b>30.9</b>
<b>No response</b>	1	<b>0.5</b>
<b>Total</b>	<b>191</b>	<b>100</b>

**Source: Field Survey, 2012.**

The above table shows that out of 191 that responded to the questionnaire, 131 are males representing 68.4% while 59 are females (i.e. 30.9%). One respondent did not respond to the question concerning gender status. This is an indication that more males responded than females. However, the ratio is actually fairly representative since the males actually dominate the target group (according to the personnel records of the organizations concerned).

**Table 5: Age Distribution**

Age Bracket	Frequency	Percentage
<b>18-30 years</b>	11	<b>5.8</b>
<b>30-45 years</b>	101	<b>52</b>
<b>45-60 years</b>	77	<b>40.3</b>
<b>No response</b>	2	<b>1.0</b>
<b>Total</b>	<b>191</b>	<b>100</b>

**Source: Field Survey, 2012.**

The above table indicates that 11 respondents (i.e. 5.8%) fall within the age bracket of 18-30 years, 101 respondents representing 52.9% within 30-45 years while 77(i.e. 41.3%) are within 46-60 years.

This means that all the sampled respondents were matured enough and therefore emotionally stable to react appropriately to our questionnaire. The data also show that majority of the respondents were in their active and productive age and thus are familiar with the main issues of the study and their implications on Nigeria's well-being. Their age bracket places them in the category of discerning Nigerians who are concerned and somehow affected by the country's image situation hence their reactions to the questionnaire were invaluable data.

**Table 6: Educational Distribution**

Variable	Frequency	Percentage
<b>NCE/OND</b>	27	<b>14.2</b>
<b>B.A/B.SC/HND</b>	132	<b>69.1</b>
<b>M.A/M.SC/M.ED/PhD</b>	31	<b>16.2</b>
<b>No response</b>	1	<b>0.5</b>
<b>Total</b>	<b>191</b>	<b>100</b>

**Source: Field Survey, 2012**

The respondents' educational qualifications were also varied with B.A/B.Sc/HND topping the list (i.e. 132 respondents representing 69.1%) while those with M.A/M.SC/M.ED/PhD came second with 16.2% (i.e. 31 respondents). Twenty-seven respondents have NCE/OND Qualification.

This means that 163 respondents out of 191 representing 85.3% are graduates of Polytechnics and Universities while 27 respondents have Ordinary National Diploma\NCE. The implication of the above is that all the respondents possess the necessary educational background to not only freely comprehend the questions but also appreciate the relevance of the study. Additionally, the high level of educational background of majority of the respondents (i.e.85.3%) added value to the quality of the data since they knew the importance of the study as well as the relevance of their inputs.

**Table 7: Occupational Distribution**

Variable	Frequency	Percentage
<b>Public Service</b>	Nil	<b>0</b>
<b>International Relations</b>	Nil	<b>0</b>
<b>Public Relations (Communication)</b>	191	<b>100</b>
<b>Total</b>	<b>191</b>	<b>100</b>

**Source: Field Survey 2012**

In the area of occupation, all the respondents (191 i.e. 100%) indicated communication as their field. This is expected because Public Relations Practitioners in the service of the target agencies of the Federal Government of Nigeria were actually the nexus of the study.

Consequently, the researcher purposively excluded Officers in these organizations whose schedules of duty were not communication or Public relations based. Thus, whether in the Federal Ministry of Defense, Foreign Affairs or Information, the criterion for inclusion in the respondents' categories was work schedule relevant to the practice of image promotion. Thus in accordance with the focus of the study, Professional communication practitioners constituted the core components of the sample. As expected, this strategy generated authoritative, accurate and reliable data from core professionals which deepened the study's findings and strengthened its conclusions.

**Table 8: Cadre Distribution of Respondents**

Cadre	Frequency	Percentages
<b>G.L 13-16</b>	170	89 %
<b>G.L 08-12</b>	21	11%
<b>Total</b>	191	100%

**Source: Field Survey, 2012.**

The above table is concerned with the cadre distribution of respondents. The data shows that 21 respondents (i.e. 11%) out of 191 came from Grade Level 08-12 category while majority of the respondents (i.e. 170 representing 89%) were drawn from grade level 13-16(i.e. top management category). This means that majority of the respondents came from the high level cadre/management category. This was purposive in view of the fact that high level management of these organizations formulates and also directs policies that are relevant to the study.

**Table 9: Geographical Distribution of Respondents**

Zone	Frequency	Percentages
<b>North-Central</b>	29	15%
<b>North-West</b>	25	13%
<b>North-East</b>	26	14%
<b>South-East</b>	27	14%
<b>South-South</b>	21	11%
<b>South-West</b>	19	10%
<b>F.C.T. Abuja</b>	44	23%
<b>Total</b>	191	100%

**Source: Field Survey, 2012.**

The above table indicates that out of 191 respondents, 29, 25,26 and 27 were drawn from North Central, North West, North East and South East respectively. Others include 21 (i.e. 11%) South-South, 19 (i.e. 10%) South-West and 44 (i.e. 23%) in the Federal Capital Territory, Abuja. This means that the data of the study emanated from all the major sections of the country and is therefore diversified as well as fairly representative.

### Data Presentation and Discussion of Research Question

This section of the study analyzes data concerned with opinions, views and positions of our respondents to Nigeria's peacekeeping activities in relation to the country's image.

**Table 10: Nigeria's Commitment to International Peacekeeping Obligations**

Variable	Frequency	Percentage
Yes	178	93.2
No	13	6.8
<b>Total</b>	<b>191</b>	<b>100</b>

Source: Field Survey, 2012.

The above table shows that 178 respondents out of 191 representing 93.2% said Nigeria has been sufficiently committed to her international obligations while 13 representing (i.e, 6.8%) disagreed. This means that majority of the respondents sampled are of the view that Nigeria has demonstrated adequate commitment to her international obligations. This position reinforces the opinion of scholars and experts including [15], [13], [7], [10], etc. In fact, according to [21] Nigeria is currently the fourth largest contributor to 40 United Nations peace support operations and has lost over 2000 men and women and expended 10 billion dollars from 1960 to 2010. As a former ECOMOG Commander, Chief of Army Staff and later Head of State his statement concerning Nigeria's commitment to International peacekeeping lends weight and also strengthens the position of our respondents on the issue.

**Table 11: Whether Nigeria's Efforts in Peacekeeping have Engendered Reciprocal Foreign Respect and Favourable Image.**

Variable	Frequency	Percentage
Yes	55	28.8
No	134	70.2
No response	2	1
<b>Total</b>	<b>191</b>	<b>100</b>

Source: Field Survey 2012

The above table is concerned with whether efforts in peacekeeping in Africa and beyond have resulted to commensurate foreign respect, favourable image and reputation. The data shows that 55 respondents representing 28.8% answered in the affirmative meaning that the country's gestures in peacekeeping have yielded reciprocal foreign respect and reputation.

However, 134 respondents (i.e. 70.2) answered in the negative. The table also shows that 2 respondents representing 1% were non-committal. This means that majority of the respondents (i.e. 72.2%) believe that Nigeria's peacekeeping efforts have not attracted commensurate image benefits to its citizens.

**Table 12: Whether the Attitudes of Foreigners to Nigerians is Reflective of the Country's Peacekeeping Credentials**

Variable	Frequency	Percentage
Yes	48	25.1%
No	143	74.9
<b>Total</b>	<b>191</b>	<b>100</b>

Source: Field Survey 2012.

The above data deal with whether the attitude of foreigners to Nigerians is actually reflective of the country's peacekeeping credentials. The survey shows that 143 respondents (i.e. 74.9) said the attitude of foreigners to Nigerians is not reflective of the country's peacekeeping efforts while 48 respondents representing 25.1% answered in the affirmative. This means that majority of the sampled respondents believe that Nigerians have been short changed as far as her investment in peacekeeping are concerned.

Undoubtedly, this means that Nigeria's kindness to other nations is negatively reciprocated. Another possible interpretation which tallies with the opinion of [7] is that Nigerians, not Nigeria, are responsible for the negative image its citizens receive abroad, after all, the country meets all her expected foreign obligations.

**Table 13: Whether there is a general negative Perception of Nigerians by Foreigners**

Variable	Frequency	Percentage
Yes	141	73.8
No	50	26.2
<b>Total</b>	<b>191</b>	<b>100</b>

Source: Field Survey 2012.

The above frequency table indicates that 141 respondents out of 191 representing 73.8% said that there is a general negative perception of Nigerians by foreigners. However, 50 respondents (i.e. 26.2%) felt otherwise. The importance of the above response pattern is that it puts to rest any doubt concerning the actual attitude of foreigners to Nigerians. It is apparently negative and also sweeping.

**Table 14: Whether Peacekeeping could be Utilized Effectively to Gain International Understanding**

Variable	Frequency	Percentage
Strongly agreed	98	51.3
Agree	83	43.5
I don't know	4	2.1
Disagree	1	0.5
Strongly disagree	4	2.1
No respond	1	0.5
<b>Total</b>	<b>191</b>	<b>100</b>

Source: Field Survey, 2012.

As the above table shows, 98 respondents representing 51.3% strongly agreed that peacekeeping could be used effectively to gain international understanding and acceptance. The table also shows that 43.5% (i.e. 83 respondents) agreed while 1 respondent (i.e. 0.5%) disagreed and 4 respondents strongly disagreed. The data also show that one respondent was non-committal and so did not react to the question. On the whole, 181 respondents representing 94.8% agreed in various degrees that peacekeeping can be used as an effective tool of national image promotion.

**Table 15: Whether Proper Management of Peacekeeping Mission could Positively Impact on Nigeria's Image**

Variable	Frequency	Percentage
Strongly agree	109	57.1
Agree	76	39.8
I don't know	2	1.0
Disagree	2	1.0
Strongly disagreed	2	1.0
<b>Total</b>	<b>191</b>	<b>100</b>

Source: Field Survey, 2012.

The above data show that 109 respondents representing 57% strongly agreed that proper management of Nigeria's peacekeeping missions could impact positively on the country's image while 76 respondents (i.e. 39.8) merely agreed. Other responses were as follow: I don't know, 2, Disagree, 2, strongly disagree, 2. The above table indicates that with proper management, Nigeria's peacekeeping missions can impact positively on the country's image. Specifically, 185 respondents out of 191 representing 96.9% generally affirmed this fact in their reactions to the question. This also means that mismanagement of peacekeeping mission can damage Nigeria's image.

The researcher found the reactions of the respondents interesting and significant as the data affirmed the big gap between the image potential and the reality of the country's peacekeeping missions. The data further exposed the managerial pitfalls in Nigeria's peacekeeping missions and confirm the opinion of some experts in military studies whose works were reviewed that Nigeria's peacekeeping missions are riddled with poor equipment, corruption, poor personnel selection procedures and training, inadequate feeding and welfare of officers and men.

The import of this elaborate reportage of the data is to underscore the importance of proper management of peacekeeping missions towards Nigeria's positive image as lack of it can actually spell doom not only to the country's image but also result in avoidable human and material resources. However, as the reactions of our respondents to a related question show, with proper management, peacekeeping missions are capable of driving favourable national image.

It is instructive that according to [14] as reported in The Guardian Newspaper, 15<sup>th</sup> August, 2012, although Nigeria is one of the top five United Nations (UN) troops' contributors, some of the contingents sent by the Federal Government have performed below expectation and had to be sent back to the country. Apparently, the Nigerian Battalion was deported because their managers compromised international standards and best practices in troop selection and training procedures which Gambari, a Nigerian head of UN mission in Darfur identified as (i) the Quality and Quantity of contingents equipment must be up to standard (ii) the pre-deployment training of the contingents must be adequate, thorough and rigorous and (iii) the selection of the contingents must be based on top Quality (i.e. merit) consideration [14]. The situation above clearly underscores the imperativeness of managing the country's peacekeeping missions on the basis of defined objectives and principles with strong control measures to achieve the desired image benefits.



**Table 16: Whether the Prevailing Perception of Nigeria by Foreigners is a Function of their Ignorance about the Country's Actual Contributions in Peacekeeping Operations**

Variable	Frequency	Percentage
<b>Strongly agree</b>	28	<b>14.7</b>
<b>Agree</b>	65	<b>34.0</b>
<b>I don't know</b>	39	<b>20.4</b>
<b>Disagree</b>	58	<b>30.4</b>
<b>Strongly disagree</b>	1	<b>0.5</b>
<b>Total</b>	<b>191</b>	<b>100</b>

**Source: Field Survey, 2012.**

The above table answers questions 14 of the questionnaire. It seeks to determine whether ignorance of foreigners concerning Nigeria's peacekeeping efforts is a major reason for the way they perceive Nigeria. The result shows that 93 respondents (i.e. 48.7%) agreed in various degrees (i.e. strongly agreed 28 and agreed 65 respondents respectively). While 39 respondents representing 20.4% said they do not know. Those who disagreed were 59 respondents (i.e.30.9%).

This means that majority of our respondents believe that Nigeria's current perception by foreigners is as a result of their lack of knowledge of the country's actual contributions in peacekeeping. Their position is that knowledge of Nigeria's peacekeeping efforts by the foreigners will change their perception of the country.

**Table 17: Whether Nigeria is Perceived Negatively irrespective of her Peacekeeping Credentials**

Variable	Frequency	Percentage
<b>Strongly agreed</b>	21	<b>11</b>
<b>Agree</b>	18	<b>9.4</b>
<b>I don't know</b>	7	<b>3.7</b>
<b>Disagreed</b>	99	<b>51.8</b>
<b>Strongly disagreed</b>	46	<b>24.1</b>
<b>Total</b>	<b>191</b>	<b>100</b>

**Source: Field Survey, 2012.**

The data above show that 21 respondents (i.e.11%) strongly agreed while 18 respondents (i.e. 9.4%) ticked "agree" option. However, a total of 99 respondents representing 51.8% disagreed with the statement while 46 respondents (i.e. 24.1) strongly disagreed. Evidently, majority of our respondents (i.e. 75.9) decisively disagreed that Nigeria is perceived negatively irrespective of her peacekeeping credentials. This means that majority of our respondents believe that Nigeria's peacekeeping credentials have, to some extent, impacted positively on the country's image.

Invariably, the implication of the data is that peacekeeping has yielded some image benefits for the country. This finding affirms the position of many scholars whose works were reviewed that the International community especially United Nations and other stakeholders actually appreciate Nigeria's peacekeeping credentials and have over the years demonstrated this fact through appointment/assignment of key leadership roles in peacekeeping management to the country.

**Table 18: Nigeria has Not Enjoyed Commensurate Image Benefits from her Investment in peacekeeping**

Variable	Frequency	Percentage
<b>Strongly agreed</b>	117	<b>61.3</b>
<b>Agree</b>	59	<b>30.9</b>
<b>I don't know</b>	6	<b>3.1</b>
<b>Disagreed</b>	6	<b>3.1</b>
<b>Strongly disagreed</b>	2	<b>1.0</b>
<b>No response</b>	1	<b>0.5</b>
<b>Total</b>	<b>191</b>	<b>100</b>

**Source: Field Survey, 2012**

The above table is concerned with the reactions of respondents about whether Nigeria has enjoyed commensurate image benefits from her investment in peacekeeping. The table shows that majority of the respondents answered in the negative. Specifically, 117 respondents representing 61.3% strongly agreed while 59 (i.e. 30.9%) agreed. This means that 176 respondents out of 191 (i.e. 89.9%) are of the view that Nigeria's peacekeeping activities have not yielded commensurate image benefits. However, 8 respondents representing 4.1% believe that Nigeria's peacekeeping has attracted commensurate image benefits.

This means that even though the country has, no doubt, received international recognition for its peacekeeping roles particularly in West Africa, the cost by far exceeds the benefits especially from the stand point of national image and reputation.

**Table 19: Whether Nigeria has Shown Sufficient Commitment to Harnessing her Peacekeeping Missions to Uplift her Image**

Issue	Rating/scale	Frequency	Percentage
That Nigeria has not shown sufficient commitment to harnessing her peacekeeping missions to uplift her image	10	90	47.1
	9	25	13.1
	8	12	6.3
	7	27	14.1
	6	37	19.4
	5	Nil	Nil
	4	Nil	Nil
	3	Nil	Nil
	2	Nil	Nil
	1	Nil	Nil
<b>Total</b>		<b>191</b>	<b>100</b>

Source: Field Survey, 2012.

The above data is concerned with Nigeria's commitment to harnessing her peacekeeping missions to uplift her national image. The reactions of the respondents were as follows: 10 scale value, 90 respondents (i.e. 47.1%), 9, 25 respondents (i.e. 13.1%), 8, 12 respondents (i.e. 5.8%), 7, 27 respondents (i.e. 14.1%) and 6, 37 respondents representing 19.4%. Evidently, all the respondents in various scales affirmed that Nigeria has not shown sufficient commitment to exploiting the inherent image benefits of her peacekeeping missions.

**Table 20: Nigeria's Socio, Political and Economic Crises Affected the Image Benefits of its Peacekeeping Missions**

Issue	Rating/scale	Frequency	Percentage
The country's peacekeeping missions will have no meaningful impact on Nigeria's image until the fundamental social, political and economic ills are addressed.	10	177	61.3
	9	62	32.5
	8	5	2.6
	7	2	1.0
	6	5	2.6
	5	Nil	Nil
	4	Nil	Nil
	3	Nil	Nil
	2	Nil	Nil
	1	Nil	Nil
<b>Total</b>		<b>191</b>	<b>100</b>

Source: Field Survey, 2012.

The above data shows that socio-political and economic crises can have adverse effects on the country's image irrespective of its pedigree in peacekeeping missions. Specifically, as expected the scale is skewed in favour of positive values as follows: 10 which is the highest scale has 177 respondents (i.e. 61.3%), 9 has 62 (i.e. 32.5%), 8 has 5 respondents (i.e. 2.6%), 7 scale has 2 respondents (i.e. 1.0%) while 6 has 5 respondents representing 2.6%. It is significant that the negative values of the scale had no respondents. This is, no doubt, understandable as crises can cause negative image at home and abroad. Nigeria has had a fair share of crises since independence. These include coups and counter coups which started six years after its independence. These were followed by political instability including a civil war. Other crises range from electoral frauds, sectionalism, corruption, religious and ethnic hostilities, kidnapping, militancy and recently terrorism (Boko Haram). These crises have no doubt led to negative image for the country domestically and internationally. The verdict of the respondents is therefore at par with even common sense as well as the opinions of experts and scholars on the matter.

**Table 21: Whether Failure of Nigeria's Peacekeeping Missions to Attract Commensurate Image Benefits is because of Absence of a Clear National Policy**

Issue	Rating/scale	Frequency	Percentage
The failure of Nigeria's peacekeeping missions to attract commensurate image benefits is because of absence of a clear national policy.	10	92	48.2
	9	22	11.5
	8	63	33.0
	7	7	3.7
	6	5	2.6
	5	Nil	Nil
	4	Nil	Nil
	3	Nil	Nil
	2	Nil	Nil
	1	2	1.04
<b>Total</b>		<b>191</b>	<b>100</b>

Source: Field Survey, 2012.

The question which elicited the above data sought to identify the absence of a clear national policy on peacekeeping missions as a probable reason for the failure of Nigeria's peacekeeping activities to engender commensurate image benefits. The result: scale value 10, 92 respondents (i.e. 48.2%) affirmed, 9, 22 respondents (i.e. 11.5%), 8, 63 respondents (i.e. 33%), 7, 7 respondents (3.7%) and 1, 2 respondents (i.e. 1.4%). Evidently, all the respondents except 2 voted for positive values ranging from the highest scale (10) (indicating highest degree of affirmation) to 6 scale rating. This means a decisive and overwhelming agreement among the respondents that Nigeria's peacekeeping activities have failed to yield the desired image benefits largely because of the absence of a clear national policy on the matter.

The reaction of the respondents, no doubt, underscores the importance of policy as a necessary and useful guide to actions. Indeed, the interviewees also confirmed that the absence of peacekeeping policy is robbing Nigeria of numerous gains from its peacekeeping activities including those relating to national image. However, it is important to note that as the reactions of the respondents to related questions show, since national image is a function of multiplicity of factors, the absence of peacekeeping policy alone cannot provide a comprehensive explanation for Nigeria's image problem.

### Semi Structured Interview (Ss1) Data Presentation and Discussion

**Table 22: Profile of Interviewees**

Variable	No. of interviewees	Position	Percentage
Nigerian Institute of International Affairs	5	Senior Research Fellows	24
Nigerian Institute of Public relations	16	Governing council members	76
<b>Total</b>	<b>21</b>		<b>100</b>

Source: Field Survey, 2012.

The table above shows that 5 interviewees of the status of senior research fellows were drawn from Nigerian Institute of International Affairs representing 24%. Similarly, even though 22 governing council members of Nigerian Institute of Public Relations were targeted, 16 were actually interviewed due to logistic reasons and time constraints. The decision to interview these categories of professionals in the two critical organizations was deliberate and significant. This is because while the Research Fellows constitute the engine room for the incubation of ideas that drive Nigeria's foreign policies the council members of Nigerian Institute of Public relations make up the top management of the regulatory body for the professional practice of public relations in Nigeria.

Consequently, the interviewees are experienced professionals in their respective disciplines that have overwhelming bearing on the study. Thus, their views were not only authoritative and invaluable but also deepened and strengthened the findings, conclusion and recommendations of this study.

**Table 23: How Nigeria's Peacekeeping Missions can be Managed to Generate Positive Image Benefits**

Statement	Frequency	Percentage (%)
Through judicious application of principles of management (i.e. planning, organizing, controlling and evaluating) in peacekeeping missions	18	87.7
Through strict adherence to UN peacekeeping engagement rules	3	14.3
Through post conflict community relations activities	2	9.5
<b>Total</b>	<b>21</b>	<b>100</b>

Source: Field Survey, 2012.

The above table shows that the preponderance of opinions of the interviewees favor holistic approach to the management of peacekeeping missions to include proper planning, organizing, coordinating and evaluation. Accordingly, 18 interviewees out of 21 representing 85.7% overwhelmingly voted in favour of the option concerning application of management principles in peacekeeping missions.

It is instructive that other interviewees (i.e. 3 and 2) voted for strict adherence to UN peacekeeping engagement rules and post conflict community relations activities in host communities respectively. This means that all the options are relevant and can be used complementarily to drive peacekeeping to the desired image benefits for Nigeria.

However, the position of majority of the respondents is particularly significant. This is because a painstaking application of management principles in peacekeeping missions will invariably and systematically address the various and critical dimensions of the operations such as troop selection procedures, deployment, training, discipline, orientation, sanctions, payment of entitlements, feeding, duration etc. Accordingly, as the

respondents rightly observed the use of a holistic management approach anchored on defined and clearly communicated objectives to Nigerian peacekeeping will no doubt propel the national image agenda of the country.

### Hypothesis Testing

This section of the research work deals with testing of the hypothesis which is critical to the overall objectives of the work.

**Hypothesis:** There is no significant relationship between Nigeria's image and the country's peacekeeping missions.

The above null hypothesis was tested using the Pearson correlation. The result is presented below:

**Table 24: Pearson Correlation Indicating Relationship between Nigeria's Image and Its Peacekeeping**

Variables	d.f.	Activities		Significance level	Remark
		R(cal)	r(critical)		
Nigeria (country's) image	188	.52	.25	.01	Significant
Peace keeping mission activities					

The result of the Pearson correlation from table 4.3 indicates that there is a significant positive relationship between Nigeria's image and her peacekeeping activities. Thus as the table shows,  $r(d.f = 188) = 0.52, P < .01$ . This is further confirmed by the fact that the calculated value of  $r$  which is 0.52 is greater than the critical (i.e. table) value of 0.25 both checked against the degree of freedom of 188 at the significance level of 0.01. Based on this finding, the null hypothesis was rejected and an alternative hypothesis was confirmed. The implication of the above is that there is a significant positive relationship between Nigeria's image and her peacekeeping missions or activities.

This finding implies that, generally, the more peacekeeping missions Nigeria provides to troubled nations across the globe, the more positively the country will be perceived in international circles. The acceptance of the alternative hypothesis confirms the viewpoint of experts and scholars that peacekeeping has actually boosted Nigeria's image internationally and remains one of the major national assets the country hopes to leverage on to bargain for an African slot of a permanent seat in the expected expanded United Nations Security Council.

However, according to [3] the traditional rivalry between Ghana and Nigeria as well as South Africa, in addition to bad governance, the nefarious activities of Nigerians in Diaspora, etc. have diminished the country's image and respect in the continent. Furthermore, some interest groups associated with the warlords especially in Liberia and Sierra Leone perceived Nigeria and Nigerians as spoilers of their selfish ambitions and seize the slightest opportunities to poison the minds of their compatriots against Nigerian citizens in those countries.

Following the above efforts, these major findings were made:

- Nigeria has demonstrated serious commitment to her international peacekeeping obligations as shown by the reactions of all the respondents (i.e. 100%).
- Nigeria's efforts in peacekeeping have not yielded commensurate foreign respect and favourable image from countries that benefitted from these efforts. Majority of the respondents (i.e. 70.2%) affirmed this position.
- The attitudes of foreigners (including their media) to Nigerians is generally negative and does not reflect the country's peacekeeping credentials as shown in the reactions of majority of the respondents (i.e. 82%).
- Peacekeeping missions could be used to effectively galvanize international understanding, acceptance and respect for participating nations as shown in the reactions of majority of the respondents (i.e. 97%).
- Nigeria has not enjoyed commensurate image benefits from her investment in peacekeeping missions. Majority of the respondents affirmed this position (i.e. 92%).
- Proper management of peacekeeping missions is necessary in order to reap their national image benefits. This is apparent in the reactions of majority of the respondents (i.e. 98%).
- There is a significant positive relationship between Nigeria's image and her peacekeeping missions or activities.

### III. CONCLUSION

In sum, despite the potential of peacekeeping as an effective tool of national image promotion, Nigeria's peacekeeping efforts have not attracted commensurate image benefits to the citizenry, though peacekeeping has yielded some image benefits for the country evident in the appointment/assignment of key leadership roles in peacekeeping management to the country over the years by the United Nations and other stakeholders to actually appreciate Nigeria's peacekeeping credentials. A big gap still exists between the image

promotion potential of Peace Keeping and the reality of the country's battered image. This lacuna clearly underscores the imperative of managing the country's peacekeeping missions on the basis of defined objectives and principles with strong control measures to achieve the desired image benefits. This is because a painstaking application of management principles in peacekeeping missions will undoubtedly and systematically address the various and critical dimensions of the operations such as troop selection procedures, deployment, training, discipline, orientation, sanctions, payment of entitlements, feeding, duration, among others. The study therefore advocates the use of a holistic management approach anchored in a well-defined peacekeeping policy and clearly communicated objectives to drive the national image agenda of the country.

#### IV. RECOMMENDATIONS

On the basis of the above findings, the study recommends the following:

- Nigerian leaders should realize that the current reputation status of the country is a function of socio, political and economic crises. Consequently, multi-faceted and inter disciplinary antidote involving all stakeholders is recommended. For example, issues concerning national security, the fight against corruption, terrorism, electoral matters, migration, the rule of law etc. have implications and can actually define the pattern of image and reputation of nations. Therefore, Nigerian leaders should be more serious, focused and sensitive in dealing with them.
- Nigerian peacekeeping missions should be perceived and managed as instruments for the cultivation and sustenance of international understanding, acceptance, respect, influence and good will. Accordingly, the country's peacekeeping missions should be guided by a suitable and definitive policy framework with clearly stated objectives, strategies for implementation and evaluation measures. This is necessary to avert the current damning verdict of the Guardian of London Newspaper (7th November, 2012) that "Nigerian forces lack training and kit, so they simply don't have the capability to carry out even basic military maneuvers. They have poor discipline and support". Thus, Nigerian peacekeeping missions, as the findings above indicate, are bedeviled by poor management practices and corruption. In order to correct the situation, it is recommended that sound and best management practices anchored in, for example, the principles of management by objectives, social marketing, etc. should be applied in the administration of the country's peacekeeping missions.
- It is also prescribed that Nigeria should establish a formidable and permanent institutional capacity which will serve as the engine- room for the management of the country's peacekeeping missions. This institution should have the full complement of foreign affairs experts, image managers, etc. for the cultivation and sustenance of positive national image benefits among others.
- Managers of Nigerian peacekeeping missions should include a heavy dose of community relations activities in the host communities such as aid, provision of health care, schools, etc. to cultivate their acceptance, understanding, empathy, respect and enduring goodwill.
- The foreign and national media should be encouraged to undertake regular facility visits to Nigerian contingents involved in peacekeeping missions and also be allowed unhindered access to equipment.
- It is also recommended that the country's foreign policy should be supported with structures and Institutional framework for the cultivation and sustenance of positive national image. These measures are necessary to effectively counter the mischief of some western journalists who make their living reporting only an Africa (including Nigeria) that is war torn, corrupt and beyond salvage [21].
- That Nigeria should produce and transmit visual documentaries of the country's peacekeeping efforts on regular basis in the major mass media of countries that benefitted from her peacekeeping missions.

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